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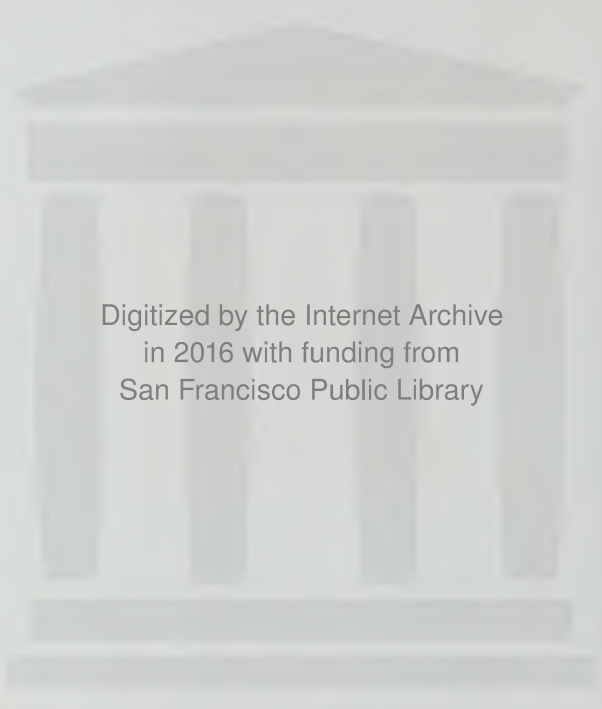
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PRIVATE INDUSTRY COUNCIL  
TRANSITIONAL YOUTH COUNCIL  
AGENDAS AND MINUTES

2000

Documents have been very irregularly received from the Private Industry Council. Efforts to obtain the missing documents have been unsuccessful. This volume contains those that are available.





PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

NOTICE OF A PUBLIC MEETING  
OF THE YOUTH TRANSITIONAL COUNCIL

DOCUMENTS DEPT.

DEC 22 1999

SAN FRANCISCO  
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DATE: Friday, January 7, 2000  
TIME: 9:30 - 11:30 a.m.  
LOCATION: Auditorium  
S.F. Community College District  
33 Gough Street  
(between Market & Otis Streets)

PROPOSED AGENDA

1. Public Testimony on Proposed Agenda Items
2. Adoption of an Agenda
3. Welcome and Introductions
4. Roles and Responsibility of the Youth Council Under WIA
5. Election of Transitional Youth Council Chair
6. Staff Presentation and Overview of Workforce Investment Act as they differ from the Job Training Partnership Act (materials to follow)
7. Presentation of other youth employment programs and activities under the PIC to be incorporated into a comprehensive youth workforce development system (materials to follow)
  - A. At Risk Youth Funds
  - B. Potential Youth Opportunity Grant Funds
  - C. Jobs For Youth
8. Next Steps: Development of a Local Youth Plan
9. Public Testimony on Items not on the Agenda
10. Adjournment

Issued Friday, December 17, 1999



If you require special accommodation due to a disability, please call Roberta Fazande at 415-431-8700 or TDD 800-735-2929 (CRS) at least 72 hours in advance

**Know your rights under the Sunshine Ordinance  
(Chapter 67 of the San Francisco Administrative Code)**

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415-554-6083.





DOCUMENTS DEPT.

DEC 30 1999

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PRIVATE INDUSTRY COUNCIL  
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NOTICE OF A PUBLIC MEETING  
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2. Adoption of an Agenda
3. Welcome and Introductions
4. Roles and Responsibility of the Youth Council Under WIA
5. Election of Transitional Youth Council Chair
6. San Francisco's Initial 5-Year Strategic Workforce Investment Plan (materials enclosed)
7. Other Significant Youth Program Plans Which Should Perhaps Be Addressed in San Francisco's Initial 5-Year Strategic Workforce Investment Plan (materials enclosed)
  - A. At Risk Youth Funds
  - B. Potential Youth Opportunity Grant Funds
  - C. Jobs For Youth
8. Next Steps: Development of a Local Youth Plan
9. Public Testimony on Items not on the Agenda
10. Adjournment

**See Reverse Side for List of Members**

*Issued Wednesday, December 29, 1999*



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of San Francisco, Inc.

creating  
employment  
opportunities

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\* Indicates Private Industry Council member



PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

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employment  
opportunities*

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\* Indicates Private Industry Council member







PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

MEMORANDUM

TO: MEMBERS, STRATEGIC TRANSITION COMMITTEE      DATE: DECEMBER 29, 1999  
MEMBERS, TRANSITIONAL YOUTH COUNCIL  
WILL LIGHTBOURNE, REPRESENTING THE MAYOR

FROM: RAYMOND R. HOLLAND *R. Holland*

SUBJECT: SAN FRANCISCO'S INITIAL 5-YEAR STRATEGIC WORKFORCE INVESTMENT PLAN

In October of this year, the State advised "Chief Local Elected Officials" applying for designations as "Local Workforce Investment Areas" under the federal *Workforce Investment Act* (this includes Mayor Brown on behalf of the City and County of San Francisco) and their designees for purposes of local implementation of that Act (for San Francisco, these are Will Lightbourne and yours truly) that, if youth job program plans are being considered for next summer and if funding for those plans would be needed by April of 2000, the deadline for submitting the initial Five-Year Strategic Workforce Investment Plan for each such "Local Workforce Investment Area" would be earlier than previously announced.

Later that same month, the Council's Board of Directors established two *ad hoc* committees of the Council to complete the development of that initial plan just as soon as the State's specific requirements for it were released. The two new committees are:

- the "Strategic Transition Committee", comprised only of Council members and responsible for the development of a recommended overall plan; and
- the "Transitional Youth Council", comprised of some of the members of the Council's Jobs For Youth Executive Committee and of representatives of other organizations which are designated in the Act and responsible for the development of the portions of that recommended plan which would address services to and programs for youths.

On December 8th, representatives of the State forwarded their initial instructions for those local plans to all "chief local elected officials" who had applied for "Local Workforce Investment Area" designations and, on December 15th, those same instructions were forwarded to their designees.

Those instructions provide that, for local areas contemplating youth job program plans for next summer, the **deadlines for:**

- publishing a proposed local plan for public review and comment should be no later than January 31st of 2000; and
- submitting a locally-approved plan to the State is no later than February 29th of 2000.

On December 18th, the names of 61 persons appointed to be members of State's Workforce Investment Board were announced; copies of that announcement were forwarded to you on December 20th.

Under the Act, the State's Workforce Investment Board is required to conduct public hearings on all applications for "Local Workforce Investment Area" designations before the Governor can act on them. Since no public hearings of the State Board have been published yet, it is still not possible to predict when the Governor might designate any "Local Workforce Investment Areas" or, based on those designations, certify any "Local Workforce Investment Boards".

In the meantime, the U.S. Department of Labor has been proceeding with its plans to promulgate the "Final Rules and Regulations" for the Act by the end of this month. It has recently been reported that they would not be published until sometime in February of 2000.

As a result:

- there is an enormous amount of information and "technical advice" being provided by representatives of Federal and State Governments as well as others on implementing the new Act and, aside from the Act itself, most of it is tentative, speculative, or both (e.g., the U.S. Department of Labor has already announced that, in January of 2000, it will provide the states with revised planning instructions);
- assumptions about who the "Chief Local Elected Official" and the "Local Workforce Investment Board" are for the area comprising the City and County of San Francisco will simply have to be made in the absence of any such decision by the Governor; and,
- as a consequence, the first "strategic decision" which is being recommended is to provide a minimum response for each strategic decision that is posed by the State in its initial planning instructions in order to ensure plan approval and to preserve as much local flexibility as possible.

After initially discussing each issue posed and each portion of the Act cited in the attached excerpts from the State's planning instructions, PIC Staff proposes it develop and subsequently provide the Committee, representatives of the Mayor, and the public with a draft of each required response.

**By Monday, January 31st or by an earlier date to be determined**, the Strategic Transition Committee's and the Transitional Youth Council's drafts of each of those responses should be published in announcements in the public-media, in hardcopy, and on the Internet for at least thirty days of public review and comment.

**By Tuesday, February 29th or by an earlier date to be determined**, a final proposed version of "San Francisco's Initial Strategic, Five-Year, Workforce Investment Plan" would be produced (taking into account as many of the comments and suggestions as possible at that time and describing in it a process for doing so for others subsequently), approved by the Council and the Mayor, and submitted to the State **by no later than March 1st**.

The attached are the minimum number of strategic issues which State staff is proposing be required to be addressed in each initial Strategic, Five-year, Local Workforce Investment Plan. Other issues, about which voluminous amounts of additional information have already been produced (e.g., performance indicators and standards, etc.) are not being recommended for consideration at this time; however, they will have to be addressed subsequently.

While PIC Staff is recommending that **those issues which are not shaded be addressed primarily by the "Strategic Transition Committee"**, the "Transitional Youth Council" may want to address some or all of them as well.

Staff is also recommending that **those issues which are shaded be addressed primarily by the "Transitional Youth Council"**; however, the "Strategic Transition Committee" may want to address some or all of them as well.

Representatives of the PIC Staff will be available at your meetings on January 6th and 7th to answer as many questions as possible.

Attached Excerpts from the State's Initial Planning Instructions

cc: All Council Members  
All Mandatory One Stop Partners  
All PIC Subcontractors  
PIC Staff



ANNOTATED EXCERPTS FROM THE

**INITIAL**

**PLANNING GUIDANCE AND INSTRUCTIONS**

**FOR SUBMISSION OF THE STRATEGIC**

**FIVE-YEAR LOCAL PLAN**

**FOR**

**THE WORKFORCE INVESTMENT ACT OF 1998**

**(WORKFORCE INVESTMENT SYSTEMS)**

State of California  
California Office of Workforce Investment  
P.O. Box 826880, MIC 45  
Sacramento, CA 94280-0001

## EXECUTIVE SUMMARY

Provide a brief summary, not more than two pages, of the five-year strategic local plan that gives a general overview of the proposed local workforce investment system. Include a description of how the system looks today, and how it will change over the five-year plan period. Include a discussion of the local board's economic and workforce investment goals and how the local system will support these goals.

### I. PLAN DEVELOPMENT PROCESS

In this section, describe the plan development process, including a discussion of how comments received during the public comment period were incorporated within the plan. [WIA, Section 118(c)(1)]

- A. What was the role of the Chief Elected Official in developing the plan? [WIA, Section 118(a)]
- B. What local workforce investment board, transition board or existing body had oversight for the development of this local plan? If there was no such body, how will you create a responsible entity? [WIA Section 117(d)(4)]
- C. Describe the process used to provide an opportunity for public comment, including comment by the Chief Elected Official; the local workforce investment board and youth council; other local governing bodies; educators; vocational rehabilitation agencies; service providers; community-based organizations; and migrant seasonal farmworker representatives. Describe the process used to get input for the plan prior to submission. [WIA Section 118(c)(1) and WIA Section 118(b)(7)]
- D. How were comments that were in disagreement with the draft plan considered in developing the final plan? [State Planning Guidance I B. and WIA, Section 112(b)(9)]
  - In an attachment, include comments that represent disagreement with the local plan. [WIA, Section 118(c)(3)]
- E. Describe the method used to make copies of the local plan available through public hearings, and through the local news media and the Internet. [WIA, Section 118(c)(2)]
- F. What other organizations were involved in the development of the local plan? How were they involved?

### II. LOCAL VISION AND GOALS

In this section, identify your broad strategic economic and workforce development goals (e.g., "All people who want to work can find jobs. There will be a growing number of business start-ups. Fewer people will rely on welfare assistance.") Describe the shared vision of how the local WIA workforce investment system will support attainment of these goals.

- A. What is your vision for your local workforce investment system, and how will your system appear at the end of the five-year period covered by this plan? [State Planning Guidance II B.] [WIA, section 117(d)(1)] Some specific questions that must be answered are:
  1. In five years, describe how your local system will integrate services. [WIA, Section 117(d)(1) and Section 118(a)]
  2. What programs and funding streams will support service delivery through the One-Stop system? [WIA, Section 121(b)(1)(B)]
  3. Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be achieved? [20 CFR Part 652, et al., Interim Final Rule (I)(A), State Planning Guidance II B. bullet 3]
  4. How will Wagner-Peyser Act and unemployment insurance services be integrated into the local system? [WIA, Section 121(b)(1)(B)(xii), State Planning Guidance II B bullet 5]

5. How will the local workforce investment system help achieve the goals of the State's workforce investment, welfare, education, and economic development systems? [WIA, Section 118(a)(b)(1) State Planning Guidance II B bullet 6]
  6. How will the youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the State's economy? [WIA, Section 111(d)(2) and 112(a)]
- B. What are your board's broad strategic economic and workforce development goals? What steps will you take to attain these goals? [State Planning Guidance II A.]; [WIA, Section 118(a)]
- C. Identify organizations involved in the development of your local vision and goals.

### III. LABOR MARKET ANALYSIS

In this section identify the needs of businesses, job training, and education seekers, economic development professionals, and training providers in your workforce investment area. Are these the same or different than those present in the previous service delivery area(s)? If different, how can the needs be better met by the new, local workforce investment system? To complete this section, answer the following questions.

- A. What are the workforce investment needs of businesses, job-seekers and workers in the local area? [WIA, Section 118(b)(1)(A)]
- B. How will the needs of employers be determined in your area? [State Planning Guidance IV.B.6. and WIA, Section 118 (b)(1)(A)]
- C. What are the current and projected employment opportunities in the local area? [WIA, Section 118(b)(1)(B)]
- D. What job skills are necessary to obtain such employment opportunities? [WIA, Section 118(b)(1)(C)]

### IV. LEADERSHIP

In this section describe how authority will be exercised by the local workforce investment board. [WIA, Sections 117(b)(3) and 117(d)(1)]

- A. If an interim board was responsible for development of this plan, how will the plan and authority to oversee its implementation under WIA Section 117(d)(4) be transferred to the new local workforce investment board?
- B. What circumstances constitute a conflict of interest for a local board member, including voting on any matter regarding provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member? [WIA, Section 117(g)(1)(2)]
- C. How will the local board provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system? [WIA Section 117(d)(4)]
- D. How will the local board assure the local system contributes to the achievement of the State's strategic goals? [WIA, Section 118(a)]
- E. How will the local board meet the WIA requirement that neither the local board nor its staff provide training services without a written waiver from the Governor? [WIA, Section 117 (f)(1)(A) and (B)]
- F. How will the local board ensure that the public (including persons with disabilities) have access to board meetings and activities including local board membership, notification of meetings, and meeting minutes? [WIA Section 117(e)]



## V. LOCAL ONE-STOP SERVICE DELIVERY SYSTEM

In this section describe how services will be coordinated through the One-Stop service delivery system.

- A. Describe the One-Stop delivery system in your local area. [WIA, Section 118(b)(2)]. Include a list of the comprehensive One-Stop centers and the other service points in your area.
- B. Describe the process used for selecting the One-Stop operator(s) [WIA, Section 121(d)(2)(A)] including the appeals process available to entities that were not selected as the One-Stop operators. [Interim Final Rule § 667.600 (b)(1)]
- C. How will services provided by each of the One-Stop partners be coordinated and made available in the local One-Stop system? [WIA, Section 121(c)(2)]
- D. What is your plan for delivery of core and intensive services? [WIA Section 117(f)(2)]
- E. How will these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers, and individuals? [State Planning Guidance IV.B.3. and WIA, Section 112(b)(10) and Section 121(c)(2)(A)(ii)]
- F. Describe how the local system will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrant and seasonal farmworkers, public assistance recipients, women, minorities; individuals training for non-traditional employment, veterans, individuals with multiple barriers to employment, older individuals, people with limited English speaking ability, and people with disabilities. [State Planning Guidance IV.B.4. and WIA, Section 112(b)(17) and Section 118(b)(4)]
- G. When allocated adult funds are limited, what criteria will you use in determining priority of service to ensure recipients of public assistance and other low-income individuals for intensive and training services?

[WIA, Sections 134(d)(4)(E), 118(b)(4), State Planning Guidelines IV B 5]

- H. How will the local system ensure non-discrimination and equal opportunity, as well as compliance with the Americans with Disabilities Act? [WIA Section 188(a)(2), State Planning Guidance IV B.4.]
- I. How will systems to determine general job requirements and job lists, including Wagner-Peyser Act provisions be delivered to employers through the One-Stop system in your area? [State Planning Guidance IV B.6. and WIA, Section 121(b)(1)(B)(ii)]
- J. What reemployment services will you provide to Worker Profiling and Reemployment Service claimants in accordance with Section 3(c)(e) of the Wagner-Peyser Act? [State Planning Guidance I B.7. and WIA, Section 121(b)(1)(B)(ii)]
- K. How will you ensure that veterans receive priority in the local One-Stop system for Wagner-Peyser funded labor exchange services? [State Planning Guidance IV.B.9. and WIA, Section 121(b)(1)(B)(ii)]
- L. What role will Local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER/DVOPS) have in the local One-Stop system? How will you ensure adherence to the legislative requirements for veterans' staff? [State Planning Guidance IV.B.10., 322, 38 USC Chapter 41 and 20 CFR Part 1001-120]
- M. How will you provide Wagner-Peyser Act-funded services to the agricultural community—specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to employers? How will you provide appropriate services to this population in the One-Stop system? [State Planning Guidance IV B.11.]
- N. How will the local board coordinate workforce investment activities carried out in the local area with the statewide rapid response activities? [(WIA, Section 118(b)(5))]

- O. How do your rapid response activities involve the local board and the Chief Elected Official? [WIA, Section 118(b)(5), State Planning Guidance IV B.13.b.]
- P. What rapid response assistance will be available to dislocated workers and employers and who will provide them? [WIA, Section 118(b)(4)(5), State Planning Guidance IV B.13.c.]
- Q. Describe and assess the adult and dislocated worker employment and training services that will be available in your local area. [WIA, Section 118 (b)(4)(5)]
- R. MEMORANDUM OF UNDERSTANDING:  
WIA requires that a Memorandum of Understanding (MOU) between the local board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. As referenced on page 6, a copy of each MOU must be included with the plan. [WIA Section 118(b)(2)(B)]

The MOU may be developed as a single umbrella document, or as singular agreements between the partners and the board. The MOUs should present in concrete terms, member contributions and the mutual methodologies used in overseeing the operations of the One-Stop career center system.

1. The MOU must describe: [WIA, Section 121(c)(1)(2)(A)(B)]
  - a. What services will be provided through the One-Stop system.
  - b. How the costs of services and operating costs will be funded, including cost-sharing strategies or methodologies.
  - c. What methods will be used for referral of individuals between the One-Stop operator and partners.
  - d. How long the MOU will be in effect.
  - e. What procedures have been developed for amending the MOU.
  - f. Other provisions consistent or as deemed necessary by the local board.
2. Identify those entities with whom you are in the process of executing an MOU. Describe the status of these negotiations. [Interim Final Rule §662.310(b)]
3. What process will the local board use to document negotiations with One-Stop partners who fail to participate or sign an MOU? How will you inform the state board when negotiations have failed? [Interim Final Rule §662.310(b)]

## VI. YOUTH ACTIVITIES:

In this section describe the strategies and tactics to develop a comprehensive service delivery system for eligible youth, and discuss how that system will be coordinated through the One Stop system.

- A. Describe your local area's efforts to construct a youth council, and what the role(s) of the Youth Council will be. [WIA, Section 117 (h)(1)(2)(3)(4)]
- B. How will youth services be connected with your One-Stop delivery system? [Interim Final Rule § 664.700]
- C. Describe how coordination with Job Corps, Youth Opportunity Grants, and other youth programs in your local area will occur, e.g. School-to-Career. [WIA Section 112(b)(18)(C) and 117(h)(2)(vi), State Planning Guidance, IV B. 14.]
- D. Describe and assess the type and availability of youth activities in the local area. Include an identification of successful providers of such activities. [WIA, sections 118(b)(6)]
- E. What is your local area's strategy for providing comprehensive services to eligible youth.

including any coordination with foster care, education, welfare, and other relevant resources? Include any local requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. [WIA Section 112(b)(18)(A), Interim Final Rule §664.400, State Planning Guidance, IV B. 14]

- F. Describe how your local area will meet the Act's provisions regarding the required youth program design elements: [WIA, Section 129(c)(2)(A) through (J)]
1. Preparation for post-secondary educational opportunities
  2. Strong linkages between academic and occupational learning
  3. Preparation for unsubsidized employment opportunities
  4. Effective linkages with intermediaries with strong employer connections
  5. Alternative secondary school services
  6. Summer employment opportunities
  7. Paid and unpaid work experience
  8. Occupational skills training
  9. Leadership development opportunities
  10. Comprehensive guidance and counseling
  11. Supportive services
  12. Follow-up services. [Interim Final Rule §664.450(a)(1) through (6)(b), State Planning Guidance, IV B.15.]

## VII. ADMINISTRATIVE REQUIREMENTS

- A. What competitive process will be used to award grants and contracts for youth services in your local area? [WIA Section 118 (b)(9), 112(b)(18)(B) and Section 123]
- B. What competitive and non-competitive processes will be used at the local level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts? [WIA, Section 118(b)(9)]
- C. What entity will serve as the local grant recipient and be responsible for disbursing grant funds as determined by the Chief Elected Official? [WIA Section 117(d)(3)(B)(i)(I)(II)(III) and 118(b)(8)]
- D. What criteria will the local board use in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers? [WIA Section 112(b)(18)(B), State Planning Guidance III B.1.f.]
- E. What is your local area's definition regarding the sixth youth eligibility criterion, ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). [WIA Section 101(13)(C)(vi)]

## VIII. ASSURANCES

- A. The Local Workforce Investment Board and its staff assure that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Workforce Investment Board through the allotments made under sections 127 and 132. [WIA, Section 112(b)(11)]
- B. The Local Workforce Investment Board assures that it will comply with WIA, Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary that it has:



1. Implemented the uniform administrative requirements referred to in WIA, Section 184(a)(3);
  2. Annually monitored local areas to ensure compliance with the uniform administrative requirements as required under WIA, Section 184(a)(4); and
  3. Taken appropriate action to secure compliance pursuant to WIA, Section 184(a)(5).
- C. The Local Workforce Investment Board assures that compliance with the confidentiality requirements of WIA, Section 136(f)(3).
- D. The Local Workforce Investment Board assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA, Section 181(b)(7)]
- E. The Local Workforce Investment Board assures that the board will comply with the nondiscrimination provisions of WIA, Section 189, including an assurance that Methods of Administration have been developed and implemented.
- F. The Local Workforce Investment Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.
- G. The Local Workforce Investment Board assures that there will be compliance with grant procedures of WIA, Section 189(c).
- H. The Local Workforce Investment Board certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator. [State Planning Guidance VI. 11.]
- I. The Local Workforce Investment Board certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- J. The Local Workforce Investment Board certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees. [State Planning Guidance VI. 13.]
- K. The Local Workforce Investment Board certifies that Workforce Investment Act section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans, and that affirmative action plans have been included for designated offices.
- L. The Local Workforce Investment Board assures that it will comply with the current regulations, 20 CFR part 651.111, to develop and submit affirmative action plans for migrant and seasonal farmworker Significant Offices in the local workforce area which are determined by the Department of Labor, to be in the highest 20% of MSFW activity nationally.
- M. The Local Workforce Investment Board has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners. [WIA Section 118(a)]
- N. The Local Workforce Investment Board assures that it will comply with section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq).

- O. The Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.

**IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES**

This plan represents the \_\_\_\_\_ Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This plan is submitted for the period of \_\_\_\_\_ through \_\_\_\_\_ in accordance with the provisions of the Workforce Investment Act.

Workforce Investment Board Chair

Chief Elected Official(s)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

MEMORANDUM

TO: MEMBERS, TRANSITIONAL YOUTH COUNCIL      DATE: DECEMBER 29, 1999  
WILL LIGHTBOURNE, REPRESENTING THE MAYOR

FROM: RAYMOND R. HOLLAND *R.R.H.*

SUBJECT: OTHER SIGNIFICANT YOUTH PROGRAM PLANS WHICH SHOULD PERHAPS BE  
ADDRESSED IN SAN FRANCISCO'S INITIAL 5-YEAR STRATEGIC WORKFORCE  
INVESTMENT PLAN

**State (AB 926) Demonstration At-Risk Youth Job Training Program:**

In September of this year, State Legislation was enacted creating a new job training program for seven specified "Service Delivery Areas" designated under the federal *Job Training Partnership Act* (JTPA). Those seven SDAs are the City of Los Angeles, the City of Oakland, the City and County of San Francisco, the City of Santa Ana, the City and County of Sacramento, the County of Fresno, and the City and County of San Diego and the programs are to be managed by the "Administrative Entity" designated by the public-private partners for each of those SDAs.

Attached are copies of:

- the chaptered version of that legislation which is identified as "Assembly Bill No. 926"; and
- a preliminary list of those San Francisco "residential facilities that house at-risk youths" which should be among the targeted recipients of a Request For Proposals that will have to be issued.

Note that the legislation authorizing this State-financed program requires a dollar-for-dollar match from the private sector. It is still not clear by what specific date the appropriated State funds must be spent and what some of the specific rules are. As soon as that and several other significant issues are authoritatively clarified, PIC Staff suggests that an RFP be issued.

Besides what is required in the authorizing legislation, what suggestions does the Transitional Youth Council have for the content of the Request For Proposals that must be issued for these program funds and, besides its announcement in the public media, for the parties to which that RFP should be issued?

**Youth Opportunity Grant (YOG) Application:**

On September 30th of this year, the PIC, Inc. responded to a U.S. Department of Labor solicitation for applications for Youth Opportunity Grants (YOGs). The grant application submitted is for a "saturation youth development project" serving approximately 3,800 youths of all income levels residing in the four neighborhoods of the City and County of San Francisco which have previously been designated to be "Enterprise Communities" by the U.S. Department of Housing and Urban Development. The initial-year funding requested is \$7.6 million with slight decreases for the subsequent two years. In early-December, representatives of the Labor Department notified the PIC, Inc. that its grant application was among the "finalists" being considered and representatives of the Department conducted a site visit.

This project would be financed under the federal *Workforce Investment Act* and, because it would be a significant element in the "One Stop San Francisco System", it should be major element of San Francisco's eventual Five-Year Strategic Workforce Investment Plan.

**Jobs For Youth Program:**

Representatives of the JFY and the PIC, Inc. will provide the Transitional Youth Council with information on this particular program at or before its January 7th public hearing.

Please let us know before then if you have any questions or need additional information.

Attached AB 926 Legislation and Preliminary List of Potential RFP Recipients

cc: All Council Members  
All Mandatory One Stop Partners  
All PIC Subcontractors  
PIC Staff

Assembly Bill No. 926

CHAPTER 573

An act to amend Section 1 of Chapter 1051 of the Statutes of 1998, relating to job training, making an appropriation therefor, and declaring the urgency thereof, to take effect immediately.

[Approved by Governor September 28, 1999. Filed  
with Secretary of State September 29, 1999.]

LEGISLATIVE COUNSEL'S DIGEST

AB 926, Cedillo. Job training: at-risk youth.

Existing law appropriates, in augmentation of the Budget Act of 1998, \$1,250,000, to the Employment Development Department to support certain at-risk youth employment demonstration projects conducted by private, nonprofit entities in specified job training service delivery areas.

This bill would, in addition, require that those funds be expended pursuant to certain guidelines and requirements regarding, among other things, the procurement by funding recipients of private matching funds, the demonstration of significant employer involvement in the relevant projects, the awarding of projects through a competitive bid process, and the satisfaction of specified criteria in the provision of relevant services. This bill would also require that a specified amount of these funds be allocated to the job training service delivery area of the City and the County of Sacramento. By changing the requirements for expenditure of an existing appropriation, the bill would make an appropriation.

This bill would also require the department to submit a report to the Legislature and the Governor, on or before January 1, 2003, detailing certain information with respect to projects funded under these provisions, and would require the department's annual report to the Legislature on the effectiveness of specified job preparation and training programs to also detail the effectiveness of the at-risk youth demonstration projects funded under these provisions.

This bill would declare that it is to take effect immediately as an urgency statute.

Appropriation: yes.

*The people of the State of California do enact as follows:*

SECTION 1. Section 1 of Chapter 1051 of the Statutes of 1998 is amended to read:

SECTION 1. The sum of one million two hundred fifty thousand dollars (\$1,250,000) is hereby appropriated from the General Fund

to the Employment Development Department to be allocated and disbursed by the department, as follows:

(a) (1) The sum of five hundred thousand dollars (\$500,000) to the administrative entity of the job training Service Delivery Area for the City of Los Angeles to support no more than four at-risk youth employment demonstration projects by private, nonprofit entities.

(2) The sum of one hundred twenty-five thousand dollars (\$125,000) to each of the administrative entities of the job training Service Delivery Areas of the City of Oakland, the City and County of San Francisco, the City of Santa Ana, the City and County of Sacramento, the County of Fresno, and the City and County of San Diego, jointly, to support in each of those jurisdictions no more than two at-risk youth employment demonstration projects by private, nonprofit entities.

(b) The funds specified in subdivision (a) shall be expended pursuant to the following guidelines and requirements:

(1) The demonstration projects in those jurisdictions shall be located in areas of chronic youth unemployment. The administrative entities of participating job training service delivery areas shall, in order to implement these projects, contract with private, nonprofit organizations, without regard to relevant service delivery area boundaries, to train at-risk youth for appropriate employment opportunities. However, the recipients of any funds under this subdivision shall be required to satisfy both of the following requirements:

(A) They shall obtain matching funds on a dollar-for-dollar basis from private sources.

(B) They shall be able to demonstrate significant employer involvement in their program with the purpose of implementing a campaign among employers in the targeted area to provide jobs to at-risk youth who have participated in the project.

For purposes of this paragraph, "at-risk youth" means persons who are between 16 and 22 years of age, who are considered to be at risk of homelessness, crime, or welfare dependency, and who lack employment skills.

(2) The administrative entities of participating job training service delivery areas or their successors shall ensure that all participants in the at-risk youth demonstration projects are covered by workers' compensation insurance, and that the recipients of any funds under subdivision (a) maintain general liability insurance and automobile insurance, and have practices in place to ensure fiscal accountability.

(3) City and county service delivery areas that participate in demonstration projects under this subdivision shall award projects through a competitive bid process, with priority given to recipients that operate residential facilities that house at-risk youth. In cities and counties with existing youth job training programs, funding

recipients shall consult with the local agencies that deliver those programs.

(4) Nonprofit organizations receiving funding under subdivision (a) shall be able to demonstrate that they meet the following criteria in the provision of services:

- (A) Quality management.
    - (i) Presentation of a clear and consistent mission.
    - (ii) Maintenance of continuity and competence of leadership.
    - (iii) Incorporation of staff development as a management strategy.
    - (iv) Leveraging of resources through collaboration and partnerships.
    - (v) Attraction of diverse funding sources.
    - (vi) Commitment to a strategy with a goal of continuous improvement.
  - (B) Youth development.
    - (i) Nurturing of relationships between youths and caring adults.
    - (ii) Engaging, as appropriate, family and peers in organized activities.
    - (iii) Placement of high expectations on youths and staff.
    - (iv) Processes for building youths' responsibility and leadership skills.
    - (v) Offering individualized age and stage appropriate activities.
    - (vi) Development of a sense of group membership.
    - (vii) Fostering a sense of identity and self.
    - (viii) Sustaining services over the long term.
  - (C) Work force development.
    - (i) Nurturing of career awareness and exploration.
    - (ii) Provision of career guidance and career planning throughout the program.
    - (iii) Provision of work-based learning opportunities.
    - (iv) Provision of experiential learning opportunities.
    - (v) Ensuring that employers are actively engaged.
    - (vi) Emphasis on the connection between work and learning.
    - (vii) Offering postplacement activities.
  - (D) Evidence of success.
    - (i) Establishing intermediate and long-term outcomes and measurable indicators.
    - (ii) Collecting and maintaining data that can be used for management decisionmaking.
    - (iii) Using data to assess progress and evaluate effectiveness.
    - (iv) Sharing information with stakeholders.
- (5) Recipients of funding under this subdivision may use those funds to support one or more of the following employment-related activities:
- (A) Preemployment services.
  - (B) Educational or vocational assessment.



(C) Intensive basic skills development programs for reading, writing, and mathematics, that include an employment assistance component.

(D) Temporary labor programs.

(E) Training internships with employers.

(F) Supervised job search and job development services.

(G) Employment retention services.

(6) The unit of general local government or each unit of general local government that is described in subparagraph (A), and which is represented by the chief local elected official described in subsection (c) of Section 103 of the federal Job Training Partnership Act (29 U.S.C. Sec. 1513 (c)), shall be liable to the department for all funds distributed pursuant to this subdivision that are not expended in accordance with this subdivision.

(7) City and county service delivery areas or their successors that participate in demonstration projects under this section shall not expend more than 15 percent of funds allocated to them for administrative expenses.

(8) The department shall submit a report to the Legislature and to the Governor, on or before January 1, 2003, detailing all of the following with respect to demonstration projects funded under this subdivision:

(A) The amount and source of required matching funds from private sources.

(B) The successful completion rates by project component.

(C) The extent to which the criteria specified in paragraph (4) were achieved.

(D) The number of participants who remained or returned to school part-time or full-time for at least one semester.

(E) The number of participants who were placed in part-time or full-time employment lasting at least three months.

SEC. 2. This act is an urgency statute necessary for the immediate preservation of the public peace, health, or safety within the meaning of Article IV of the Constitution and shall go into immediate effect. The facts constituting the necessity are:

In order to implement, at the earliest possible time, certain at-risk youth employment demonstration projects, which were funded pursuant to an augmentation of the Budget Act of 1998, it is necessary that this act go into immediate effect.



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JAN 11 2000

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PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

DRAFT MINUTES OF THE JANUARY 7, 2000 MEETING OF THE  
TRANSITIONAL YOUTH COUNCIL

PRESENT:

Susan Alford, Deborah Alvarez-Rodriguez, Bob Anyon, Ann Cochrane, Rufus Davis, Dorian Hearnton, Marquitta Mayes, Tom Ryan, Lucy Scarbrough, Vivian Stern Turner, Art Tapia, Pam Ulmer

ABSENT:

Cheyenne Bell, Myra Chow, Paul Cohen, Linda Davis, Susan Kim, Carol Kocivar, Mark Mosher, Susan Zeleznik

The meeting began at 9:45 a.m.

Ray Holland began the meeting by providing the members of the Committee with a background about the Workforce Investment Act, the Workforce Investment Board, and the Youth Council. He also reviewed the timeline in which the 5-Year Strategic Plan must be completed by January 29, 2000 for a 30-day public review period, and eventual submission to the State by March 31, 2000. He then described the role of the Committee.

Bob Anyon was asked to temporarily chair the initial meeting.

Individuals were asked to introduce themselves and their affiliation(s).

*Motion to appoint Bob Anyon and Lucy Scarbrough as the temporary co-chairs of the Transitional Youth Council.*

Moved by Art Tapia and seconded by Deborah Alvarez-Rodriguez

Ayes: Susan Alford, Deborah Alvarez-Rodriguez, Ann Cochrane, Rufus Davis, Dorian Hearnton, Marquitta Mayes, Tom Ryan, Vivian Stern Turner, Art Tapia, Pam Ulmer

Nays: None

Abstentions: None

The motion passed.

An issue was made in seeking a more representative council by including parents and youth as well as law enforcement. This will be a goal of the plan and establishment of the actual Youth Council.

**PUBLIC TESTIMONY**

Zelda Saeli, co-chair of the Committee of Contracting Agencies (CCA) and distributed a handout outlining eight major concerns their organization would like the TYC to consider in developing its portion of the 5-year Strategic Plan.

Suzanne Goldstein from the S.F. Chamber of Commerce wanted to alert the TYC about "Connect S.F." to broker jobs and job seekers.

Glen Eagleson from New Ways Workers, urged the TYC to take a broad approach to developing its plan.

*Motion to adopt the agenda*

Moved by Dorian Hearnton and second by Bob Anyon.

Ayes: Susan Alford, Deborah Alvarez-Rodriguez, Ann Cochrane, Rufus Davis, Dorian Hearnton, Marquitta Mayes, Tom Ryan, Vivian Stern Turner, Art Tapia, Pam Ulmer

Nays: None

Abstentions: None

The motion passed.

Art Tapia requested a complete copy of the law, while the other members requested the excerpted version that relates to the youth.

Ray Holland reported that the State had submitted its Youth Plan and would distribute that material to the TYC.

Deborah Alvarez Rodriguez noted that the time frame is short and would accept the broad approach, but would like to look at how the programs can become a more efficient system.

Bob Anyon added his support to her statements.

Art Tapia supported both of them. He added that he would like to see a strong permanent youth body advising the Council.

Marquitta Mayes and Susan Alford want to see youth representation on the TYC.

The TYC should schedule meetings to allow the youth to attend the meeting as well as provide them with support such as picking them up to attend the meeting as well as provide background information, and that the youth should be able to seek input from other youths so they do not feel they are speaking only on their own behalf.

Several members of the TYC offered to provide the above-mentioned services when youth have been identified.

*Motion to add five youth between the ages 14-21 to the Council, schedule meetings so they do not start before 4:30 p.m. so the youth can attend, attempt to balance between 14-18 and 18-21, and work with Marquitta Mayes who volunteered to coordinate criteria for the selection of youth as well set up Council members who will serve as mentors/buddies including bringing them to the meetings.*

Moved by Susan Alford and seconded by Dorian Hearnton.

Ayes: Susan Alford, Deborah Alvarez-Rodriguez, Ann Cochrane, Rufus Davis, Dorian Hearnton, Marquitta Mayes, Tom Ryan, Vivian Stern Turner, Art Tapia, Pam Ulmer

Nays: None

Abstentions: None

The motion passed.

Liz Jackson-Simpson distributed copies of the State's Youth Plan which was reportedly submitted to the U.S. Department of Labor by January 1<sup>st</sup>.

Bob Anyon summarized the discussion regarding the summer youth program noting that it needs the most attention as soon as possible because if there is to be one in the summer of 2000, it must begin in April of this year. He suggested dividing the workload into four committees and asked those members present to indicate on which committee they would be interested in serving. It was noted that these committees, like the TYC, were in fact, temporary in nature.

Summer Issues: Debbie Alvarez Rodriguez, Rufus Davis, Dorian Hearnton, Sharon Alford, Donna, Vivian Stern Turner, and Elizabeth Gettelman\*

Strategic Planning: Bob Anyon, Lucy Scarbrough, Vivian Stern Turner, Tom Ryan,

Legislative Issues: Art Tapia, Ann Cochrane

Youth Involvement: Marquitta Mayes, Sharon Alford.

\* Will be assisting Deborah Alvarez-Rodriguez

The following schedule of meetings for the TYC was established:

DATE	TIME	LOCATION
January 14 <sup>th</sup>	1:00 – 4:00 p.m.	Evans Campus 1400 Evans Avenue, 2 <sup>nd</sup> floor
January 18 <sup>th</sup>	4:30 – 6:30 p.m.	Evans Campus 1400 Evans Avenue, 2 <sup>nd</sup> floor
January 27 <sup>th</sup>	4:30 – 6:30 p.m.	Career Link 3120 Mission Street

The meeting was adjourned at 11:50 a.m.





PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

NOTICE OF A MEETING  
OF THE TRANSITIONAL YOUTH COUNCIL

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JAN 11 2000

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DATE: Friday, January 14, 2000  
TIME: 1:00 - 4:00 p.m.  
LOCATION: Southeast Campus  
City College of San Francisco  
1400 Evans Avenue, 2nd Floor  
(one block east of Third Street)

DATE: Tuesday, January 18, 2000  
TIME: 4:30 - 6:30 p.m.  
LOCATION: Southeast Campus  
City College of San Francisco  
1400 Evans Avenue, 2nd Floor

DATE: Thursday, January 27, 2000  
TIME: 4:30 - 6:30 p.m.  
LOCATION: Career Link  
3120 Mission Street  
(at Cesar Chavez Street)

NOTE  
LOCATION >

PROPOSED AGENDA

*Public testimony will be taken throughout the meeting*

1. Adoption of an Agenda
2. Adoption of Minutes From the Meeting of January 7
3. Issuance of Request For Proposals (RFP) for State's Youth Program
4. Development of the Draft Youth Plan for San Francisco
5. Adjournment

Issued Monday, January 10, 2000



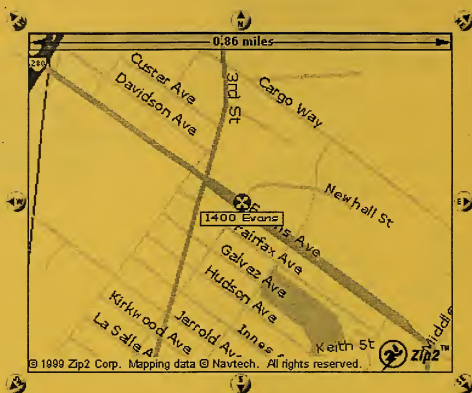
*If you require special accommodation due to a disability, please call Roberta Fazande at 415-431-8700 or TDD 800-735-2929 (CRS) at least 72 hours in advance.*

**Know your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)**

*Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415-554-6083.*



# 1400 Evans Avenue



# 3120 Mission Street







PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*  
MEMORANDUM

TO: MEMBERS, TRANSITIONAL YOUTH COUNCIL      DATE: JANUARY 7, 2000

FROM: RAYMOND R. HOLLAND *RRH*

SUBJECT: ENCLOSED MATERIAL AND NEXT MEETING DATES.

Following today's meeting, at the request of those members present at the Transitional Youth Council (TYC), we are sending each member a copy of a document prepared by the PIC staff. It contains excerpts from the Workforce Investment Act as published on August 1999 that relate to matters regarding youth. The complete document can be viewed and downloaded from the web site address shown on the cover page.

The TYC also scheduled a series of meetings in order to complete the draft 5-Year Strategic Plan for San Francisco so it is ready by January 31<sup>st</sup> for public review and comment.

Friday, January 14 <sup>th</sup>	1:00 – 4:00 p.m.	Evans Campus	1400 Evans Avenue, 2 <sup>nd</sup> floor
Tuesday, January 18 <sup>th</sup>	4:30 – 6:30 p.m.	Evans Campus	1400 Evans Avenue, 2 <sup>nd</sup> floor
Thursday, January 27 <sup>th</sup>	4:30 – 6:30 p.m.	Career Link Center	3120 Mission Street

An agenda will follow shortly, along with directions to both of the facilities. In the meantime please mark your calendars.

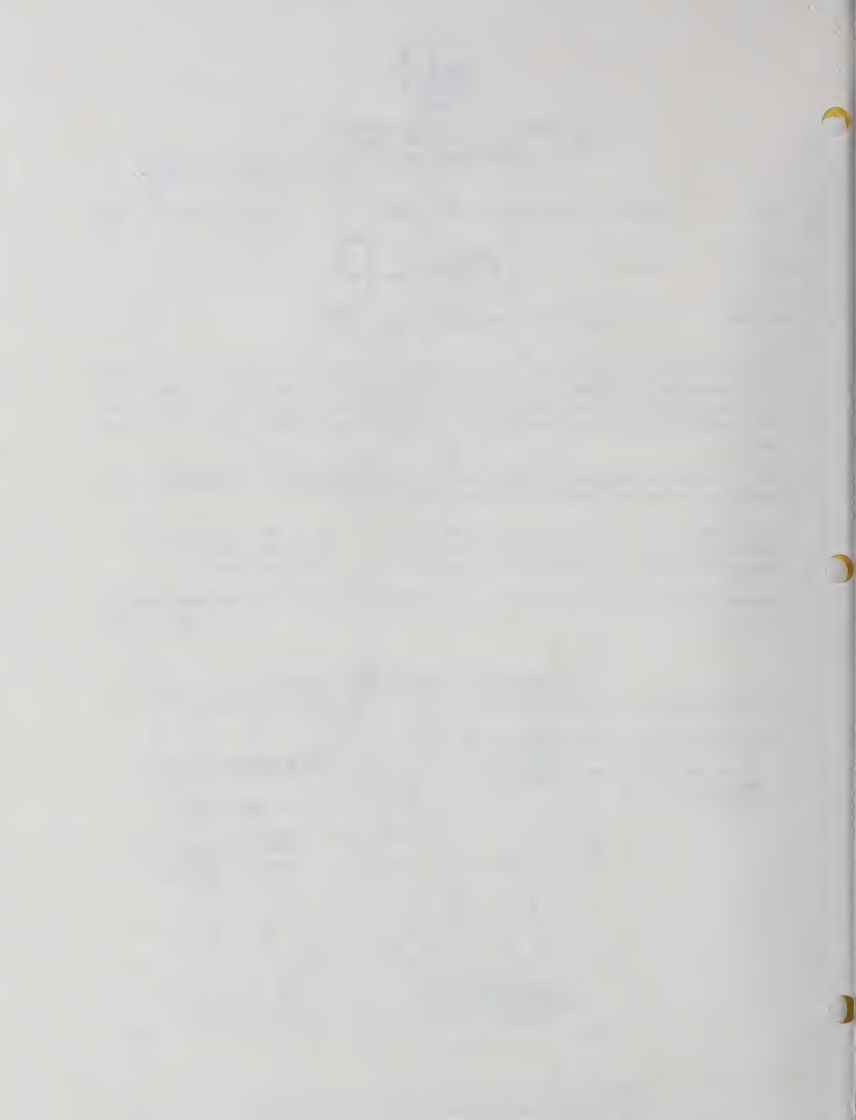
Attachment (Transition Youth Council Members Only)

cc: All Strategic Transition Committee Members  
All PIC Members  
All Mandatory One Stop Partners  
All PIC Subcontractors  
PIC staff

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The following pages are excerpts from a 300-page document dated Aug. 7, 1998. For a copy of the entire text of the Act (.pdf), access the Department of Labor's website "<http://usworkforce.org/wialaw.txt>"

**Selected Excerpts of Youth Provisions**

**WORKFORCE INVESTMENT ACT OF 1998**

Public Law 105-220--Aug. 7, 1998  
112 Stat. 936

Public Law 105-220  
105th Congress

An Act

To consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs in the United States, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled ...

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## TITLE I--WORKFORCE INVESTMENT SYSTEMS

### Subtitle A--Workforce Investment Definitions

#### (Excerpts) SEC. 101. DEFINITIONS.

In this title:

(1) Adult.--Except in sections 127 and 132, the term "adult" means an individual who is age 18 or older.

(4) Basic skills deficient.--The term "basic skills deficient" means, with respect to an individual, that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test or a comparable score on a criterion-referenced test.

(13) Eligible youth.--Except as provided in subtitles C and D, the term "eligible youth" means an individual who--

(A) is not less than age 14 and not more than age 21;

(B) is a low-income individual; and

(C) is an individual who is one or more of the following:

(i) Deficient in basic literacy skills.

(ii) A school dropout.

(iii) Homeless, a runaway, or a foster child.

(iv) Pregnant or a parent.

(v) An offender.

(vi) An individual who requires additional assistance to complete an educational program, or to secure and hold employment.

(25) Low-income individual.--The term "low-income individual" means an individual who--

(A) receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program;

(B) received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402)) that, in relation to family size, does not exceed the higher of--

(i) the poverty line, for an equivalent period; or

(ii) 70 percent of the lower living standard income level, for an equivalent period;

(C) is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps

pursuant to the Food Stamp Act of 1977 (7 U.S.C. 2011 et seq.);

(D) qualifies as a homeless individual, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302);

(E) is a foster child on behalf of whom State or local government payments are made; or

(F) in cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements of a program described in subparagraph (A) or of subparagraph (B), but who is a member of a family whose income does not meet such requirements.

(33) Out-of-school youth.--The term "out-of-school youth" means--

(A) an eligible youth who is a school dropout; or

(B) an eligible youth who has received a secondary school diploma or its equivalent but is basic skills deficient, unemployed, or underemployed.

(52) Youth activity.--The term "youth activity" means an activity described in section 129 that is carried out for eligible youth (or as described in section 129(c)(5)).

(53) Youth council.--The term "youth council" means a council established under section 117(h).

#### Subtitle B--Statewide and Local Workforce Investment Systems

### SEC. 106. PURPOSE.

The purpose of this subtitle is to provide workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation.

### CHAPTER 1--STATE PROVISIONS

*(Not included)* SEC. 111. STATE WORKFORCE INVESTMENT BOARDS.

*(Not included)* SEC. 112. STATE PLAN.

### CHAPTER 2--LOCAL PROVISIONS

*(Not included)* SEC. 116. LOCAL WORKFORCE INVESTMENT AREAS.

*(Excerpt)* SEC. 117. LOCAL WORKFORCE INVESTMENT BOARDS.

(a) Establishment.--There shall be established in each local area of a State, and certified by the Governor of the State, a local workforce investment board, to set policy for the portion of the

statewide workforce investment system within the local area (referred to in this title as a "local workforce investment system").

(d) Functions of Local Board.--The functions of the local board shall include the following:

(1) Local plan.--Consistent with section 118, each local board, in partnership with the chief elected official for the local area involved, shall develop and submit a local plan to the Governor.

(2) Selection of operators and providers.--

(A) Selection of one-stop operators.--Consistent with section 121(d), the local board, with the agreement of the chief elected official--

(i) shall designate or certify one-stop operators as described in section 121(d)(2)(A); and

(ii) may terminate for cause the eligibility of such operators.

(B) Selection of youth providers.--Consistent with section 123, the local board shall identify eligible providers of youth activities in the local area by awarding grants or contracts on a competitive basis, based on the recommendations of the youth council.

(C) Identification of eligible providers of training services.--Consistent with section 122, the local board shall identify eligible providers of training services described in section 134(d)(4) in the local area.

(D) Identification of eligible providers of intensive services.--If the one-stop operator does not provide intensive services in a local area, the local board shall identify eligible providers of intensive services described in section 134(d)(3) in the local area by awarding contracts.

(3) Budget and administration.--

(A) Budget.--The local board shall develop a budget for the purpose of carrying out the duties of the local board under this section, subject to the approval of the chief elected official.

(B) Administration.--

(i) Grant recipient.--

(I) In general.--The chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability.

(II) Designation.--In order to assist in the administration of the grant funds, the chief elected official or the Governor, where the Governor serves as

the local grant recipient for a local area, may designate an entity to serve as a local grant subrecipient for such funds or as a local fiscal agent. Such designation shall not relieve the chief elected official or the Governor of the liability for any misuse of grant funds as described in subclause (I).

(III) Disbursal.--The local grant recipient or an entity designated under subclause (II) shall disburse such funds for workforce investment activities at the direction of the local board, pursuant to the requirements of this title, if the direction does not violate a provision of this Act. The local grant recipient or entity designated under subclause (II) shall disburse the funds immediately on receiving such direction from the local board.

(ii) Staff.--The local board may employ staff.

(iii) Grants and donations.--The local board may solicit and accept grants and donations from sources other than Federal funds made available under this Act.

(4) Program oversight.--The local board, in partnership with the chief elected official, shall conduct oversight with respect to local programs of youth activities authorized under section 129, local employment and training activities authorized under section 134, and the one-stop delivery system in the local area.

(5) Negotiation of local performance measures.--The local board, the chief elected official, and the Governor shall negotiate and reach agreement on local performance measures as described in section 136(c).

(6) Employment statistics system.--The local board shall assist the Governor in developing the statewide employment statistics system described in section 15(e) of the Wagner-Peyser Act.

(7) Employer linkages.--The local board shall coordinate the workforce investment activities authorized under this subtitle and carried out in the local area with economic development strategies and develop other employer linkages with such activities.

(8) Connecting, brokering, and coaching.--The local board shall promote the participation of private sector employers in the statewide workforce investment system and ensure the effective provision, through the system, of connecting, brokering, and coaching activities, through intermediaries such as the one-stop operator in the local area or through other organizations, to assist such employers in meeting hiring needs.

(e) Sunshine Provision.--The local board shall make available to the public, on a regular basis through open meetings, information regarding the activities of the local board, including information regarding the local plan prior to submission of the plan, and regarding



membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth activities, and on request, minutes of formal meetings of the local board.

(f) *(Not included)* Limitations.--

(g) Conflict of Interest.--A member of a local board may not--

(1) vote on a matter under consideration by the local board--

(A) regarding the provision of services by such member (or by an entity that such member represents); or

(B) that would provide direct financial benefit to such member or the immediate family of such member; or

(2) engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan.

(h) Youth Council.--

(1) Establishment.--There shall be established, as a subgroup within each local board, a youth council appointed by the local board, in cooperation with the chief elected official for the local area.

(2) Membership.--The membership of each youth council--

(A) shall include--

(i) members of the local board described in subparagraph (A) or (B) of subsection (b)(2) with special interest or expertise in youth policy;

(ii) representatives of youth service agencies, including juvenile justice and local law enforcement agencies;

(iii) representatives of local public housing authorities;

(iv) parents of eligible youth seeking assistance under this subtitle;

(v) individuals, including former participants, and representatives of organizations, that have experience relating to youth activities; and

(vi) representatives of the Job Corps, as appropriate; and

(B) may include such other individuals as the chairperson of the local board, in cooperation with the chief elected official, determines to be appropriate.

(3) Relationship to local board.--Members of the youth council who are not members of the local board described in subparagraphs (A) and (B) of subsection (b)(2) shall be voting members of the youth council and nonvoting members of the board.

(4) Duties.--The duties of the youth council include--

(A) developing the portions of the local plan relating to eligible youth, as determined by the chairperson of the local board;

(B) subject to the approval of the local board and consistent with section 123--

(i) recommending eligible providers of youth activities, to be awarded grants or contracts on a competitive basis by the local board to carry out the youth activities; and

(ii) conducting oversight with respect to the eligible providers of youth activities, in the local area;

(C) coordinating youth activities authorized under section 129 in the local area; and

(D) other duties determined to be appropriate by the chairperson of the local board.

(i) Alternative Entity.--

(1) In general.--For purposes of complying with subsections (a), (b), and (c), and paragraphs (1) and (2) of subsection (h), a State may use any local entity (including a local council, regional workforce development board, or similar entity) that--

(A) is established to serve the local area (or the service delivery area that most closely corresponds to the local area);

(B) is in existence on December 31, 1997;

(C)(i) is established pursuant to section 102 of the Job Training Partnership Act, as in effect on December 31, 1997; or

(ii) is substantially similar to the local board described in subsections (a), (b), and (c), and paragraphs (1) and (2) of subsection (h); and

(D) includes--

(i) representatives of business in the local area; and

(ii)(I) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations; or

(II) (for a local area in which no employees are represented by such organizations), other representatives of employees in the local area.

(2) References.--References in this Act to a local board or a youth council shall be considered to include such an entity or a subgroup of such an entity, respectively.

**(Excerpt) SEC. 118. LOCAL PLAN.**

(a) In General.--Each local board shall develop and submit to the Governor a comprehensive 5-year local plan (referred to in this title as the "local plan"), in partnership with the appropriate chief elected official. The plan shall be consistent with the State plan.

(b) Contents.-- *(Not included).*

**CHAPTER 3--WORKFORCE INVESTMENT ACTIVITIES PROVIDERS**

*(Excerpt)* **SEC. 121. ESTABLISHMENT OF ONE-STOP DELIVERY SYSTEMS.**

(a) In General.--Consistent with the State plan, the local board for a local area, with the agreement of the chief elected official for the local area, shall--

- (1) develop and enter into the memorandum of understanding described in subsection (c) with one-stop partners;
- (2) designate or certify one-stop operators under subsection (d); and
- (3) conduct oversight with respect to the one-stop delivery system in the local area.

(b) One-Stop Partners.--

(1) Required partners.--

(A) In general.--Each entity that carries out a program or activities described in subparagraph (B) shall--

(i) make available to participants, through a one-stop delivery system, the services described in section 134(d)(2) that are applicable to such program or activities; and

(ii) participate in the operation of such system consistent with the terms of the memorandum described in subsection (c), and with the requirements of the Federal law in which the program or activities are authorized.

(B) Programs and activities.--The programs and activities referred to in subparagraph (A) consist of--

- (i) programs authorized under this title;
- (ii) programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);
- (iii) adult education and literacy activities authorized under title II;
- (iv) programs authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);
- (v) programs authorized under section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5)) (as added by section 5001 of the Balanced Budget Act of 1997);
- (vi) activities authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);
- (vii) postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);
- (viii) activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.);
- (ix) activities authorized under chapter 41 of title 38, United States Code;
- (x) employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);

- (xi) employment and training activities carried out by the Department of Housing and Urban Development; and
- (xii) programs authorized under State unemployment compensation laws (in accordance with applicable Federal law).

*(Not included)* SEC. 122. IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES.

**SEC. 123. IDENTIFICATION OF ELIGIBLE PROVIDERS OF YOUTH ACTIVITIES.**

From funds allocated under paragraph (2)(A) or (3) of section 128(b) to a local area, the local board for such area shall identify eligible providers of youth activities by awarding grants or contracts on a competitive basis, based on the recommendations of the youth council and on the criteria contained in the State plan, to the providers to carry out the activities, and shall conduct oversight with respect to the providers, in the local area.

CHAPTER 4--YOUTH ACTIVITIES

**SEC. 126. GENERAL AUTHORIZATION.**

The Secretary shall make an allotment under section 127(b)(1)(C) to each State that meets the requirements of section 112 and a grant to each outlying area that complies with the requirements of this title, to assist the State or outlying area, and to enable the State or outlying area to assist local areas, for the purpose of providing workforce investment activities for eligible youth in the State or outlying area and in the local areas.

*(Not included)* SEC. 127. STATE ALLOTMENTS.

**SEC. 128. WITHIN STATE ALLOCATIONS.**

(a) Reservations for State Activities.--

(1) In general.--The Governor of a State shall reserve not more than 15 percent of each of the amounts allotted to the State under section 127(b)(1)(C) and paragraphs (1)(B) and (2)(B) of section 132(b) for a fiscal year for statewide workforce investment activities.

(2) Use of funds.--Regardless of whether the reserved amounts were allotted under section 127(b)(1)(C), or under paragraph (1)(B) or (2)(B) of section 132(b), the Governor may use the reserved amounts to carry out statewide youth activities described in section 129(b) or statewide employment and training activities, for adults or for dislocated workers, described in paragraph (2)(B) or (3) of section 134(a).

(b) Within State Allocation.--

(1) Methods.--The Governor, acting in accordance with the State plan, and after consulting with chief elected officials in the local areas, shall allocate the funds that are allotted to the State for youth activities and statewide workforce investment activities under section 127(b)(1)(C) and are not reserved under subsection (a), in accordance with paragraph (2) or (3).

(2) Formula allocation.--

(A) Youth activities.--

(i) Allocation.--In allocating the funds described in paragraph (1) to local areas, a State may allocate--

(I) 33 1/3 percent of the funds on the basis described in section 127(b)(1)(C)(ii)(I);

(II) 33 1/3 percent of the funds on the basis described in section 127(b)(1)(C)(ii)(II); and

(III) 33 1/3 percent of the funds on the basis described in clauses (ii)(III) and (iii) of section 127(b)(1)(C).

(ii) Minimum percentage.--Effective at the end of the second full fiscal year after the date on which a local area is designated under section 116, the local area shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the local area for the 2 preceding fiscal years. Amounts necessary for increasing such allocations to local areas to comply with the preceding sentence shall be obtained by ratably reducing the allocations to be made to other local areas under this subparagraph.

(iii) Definition.--The term "allocation percentage", used with respect to fiscal year 2000 or a subsequent fiscal year, means a percentage of the funds referred to in clause (i), received through an allocation made under this subparagraph, for the fiscal year.

(B) Application.--For purposes of carrying out subparagraph (A)--

(i) references in section 127(b) to a State shall be deemed to be references to a local area;

(ii) references in section 127(b) to all States shall be deemed to be references to all local areas in the State involved; and

(iii) except as described in clause (i), references in section 127(b)(1) to the term "excess number" shall be considered to be references to the term as defined in section 127(b)(2).

(3) Youth discretionary allocation.--In lieu of making the allocation described in paragraph (2)(A), in allocating the funds described in paragraph (1) to local areas, a State may distribute--

(A) a portion equal to not less than 70 percent of the funds in accordance with paragraph (2)(A); and

(B) the remaining portion of the funds on the basis of a formula that--

(i) incorporates additional factors (other than the factors described in paragraph (2)(A)) relating to--

(I) excess youth poverty in urban, rural, and suburban local areas; and

(II) excess unemployment above the State average in urban, rural, and suburban local areas; and

(ii) was developed by the State board and approved by the Secretary as part of the State plan.

(4) Limitation.--

(A) In general.--Of the amount allocated to a local area under this subsection and section 133(b) for a fiscal year, not more than 10 percent of the amount may be used by the local board for the administrative cost of carrying out local workforce investment activities described in subsection (d) or (e) of section 134 or in section 129(c).

(B) Use of funds.--Funds made available for administrative costs under subparagraph (A) may be used for the administrative cost of any of the local workforce investment activities described in subsection (d) or (e) of section 134 or in section 129(c), regardless of whether the funds were allocated under this subsection or section 133(b).

(C) Regulations.--The Secretary, after consulting with the Governors, shall develop and issue regulations that define the term "administrative cost" for purposes of this title. Such definition shall be consistent with generally accepted accounting principles.

(c) Reallocation Among Local Areas *(Not included)*.--

## SEC. 129. USE OF FUNDS FOR YOUTH ACTIVITIES.

(a) Purposes.--The purposes of this section are--

(1) to provide, to eligible youth seeking assistance in achieving academic and employment success, effective and comprehensive activities, which shall include a variety of options for improving educational and skill competencies and provide effective connections to employers;

(2) to ensure on-going mentoring opportunities for eligible youth with adults committed to providing such opportunities;

(3) to provide opportunities for training to eligible youth;

(4) to provide continued supportive services for eligible youth;

(5) to provide incentives for recognition and achievement to eligible youth; and



(6) to provide opportunities for eligible youth in activities related to leadership, development, decisionmaking, citizenship, and community service.

(b) Statewide Youth Activities.--

(1) In general.--Funds reserved by a Governor for a State as described in sections 128(a) and 133(a)(1)--

(A) shall be used to carry out the statewide youth activities described in paragraph (2); and

(B) may be used to carry out any of the statewide youth activities described in paragraph (3),

regardless of whether the funds were allotted to the State under section 127(b)(1) or under paragraph (1) or (2) of section 132(b).

(2) Required statewide youth activities.--A State shall use funds reserved as described in sections 128(a) and 133(a)(1) (regardless of whether the funds were allotted to the State under section 127(b)(1) or paragraph (1) or (2) of section 132(b)) to carry out statewide youth activities, which shall include--

(A) disseminating a list of eligible providers of youth activities described in section 123;

(B) carrying out activities described in clauses (ii) through (vi) of section 134(a)(2)(B), except that references in such clauses to activities authorized under section 134 shall be considered to be references to activities authorized under this section; and

(C) providing additional assistance to local areas that have high concentrations of eligible youth to carry out the activities described in subsection (c).

(3) Allowable statewide youth activities.--A State may use funds reserved as described in sections 128(a) and 133(a)(1) (regardless of whether the funds were allotted to the State under section 127(b)(1) or paragraph (1) or (2) of section 132(b)) to carry out additional statewide youth activities, which may include--

(A) carrying out activities described in clauses (i), (ii), (iii), (iv)(II), and (vi)(II) of section 134(a)(3)(A), except that references in such clauses to activities authorized under section 134 shall be considered to be references to activities authorized under this section; and

(B) carrying out, on a statewide basis, activities described in subsection (c).

(4) Prohibition.--No funds described in this subsection or section 134(a) shall be used to develop or implement education curricula for school systems in the State.

(c) Local Elements and Requirements.--

(1) Program design.--Funds allocated to a local area for eligible youth under paragraph (2)(A) or (3), as appropriate, of



section 128(b) shall be used to carry out, for eligible youth, programs that--

(A) provide an objective assessment of the academic levels, skill levels, and service needs of each participant, which assessment shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs of such participant, except that a new assessment of a participant is not required if the provider carrying out such a program determines it is appropriate to use a recent assessment of the participant conducted pursuant to another education or training program;

(B) develop service strategies for each participant that shall identify an employment goal (including, in appropriate circumstances, nontraditional employment), appropriate achievement objectives, and appropriate services for the participant taking into account the assessment conducted pursuant to subparagraph (A), except that a new service strategy for a participant is not required if the provider carrying out such a program determines it is appropriate to use a recent service strategy developed for the participant under another education or training program; and

(C) provide--

(i) preparation for postsecondary educational opportunities, in appropriate cases;

(ii) strong linkages between academic and occupational learning;

(iii) preparation for unsubsidized employment opportunities, in appropriate cases; and

(iv) effective connections to intermediaries with strong links to--

(I) the job market; and

(II) local and regional employers.

(2) Program elements.--The programs described in paragraph (1) shall provide elements consisting of--

(A) tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;

(B) alternative secondary school services, as appropriate;

(C) summer employment opportunities that are directly linked to academic and occupational learning;

(D) as appropriate, paid and unpaid work experiences, including internships and job shadowing;

(E) occupational skill training, as appropriate;

(F) leadership development opportunities, which may include

community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate;

(G) supportive services;

(H) adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;

(I) followup services for not less than 12 months after the completion of participation, as appropriate; and

(J) comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

(3) Additional requirements.--

(A) Information and referrals.--Each local board shall ensure that each participant or applicant who meets the minimum income criteria to be considered an eligible youth shall be provided--

(i) information on the full array of applicable or appropriate services that are available through the local board or other eligible providers or one-stop partners, including those receiving funds under this subtitle; and

(ii) referral to appropriate training and educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis.

(B) Applicants not meeting enrollment requirements.--Each eligible provider of a program of youth activities shall ensure that an eligible applicant who does not meet the enrollment requirements of the particular program or who cannot be served shall be referred for further assessment, as necessary, and referred to appropriate programs in accordance with subparagraph (A) to meet the basic skills and training needs of the applicant.

(C) Involvement in design and implementation.--The local board shall ensure that parents, participants, and other members of the community with experience relating to programs for youth are involved in the design and implementation of the programs described in paragraph (1).

(4) Priority.--

(A) In general.--At a minimum, 30 percent of the funds described in paragraph (1) shall be used to provide youth activities to out-of-school youth.

(B) Exception.--A State that receives a minimum allotment under section 127(b)(1) in accordance with section 127(b)(1)(C)(iv)(II) or under section 132(b)(1) in accordance with section 132(b)(1)(B)(iv)(II) may reduce the percentage described in subparagraph (A) for a local area in the State, if--

(i) after an analysis of the eligible youth population in the local area, the State determines that the local area will be unable to meet the percentage described in subparagraph (A) due to a low number of out-of-school youth; and

(ii)(I) the State submits to the Secretary, for the local area, a request including a proposed reduced percentage for purposes of subparagraph (A), and the summary of the eligible youth population analysis; and

(II) the request is approved by the Secretary.

(5) Exceptions.--Not more than 5 percent of participants assisted under this section in each local area may be individuals who do not meet the minimum income criteria to be considered eligible youth, if such individuals are within one or more of the following categories:

(A) Individuals who are school dropouts.

(B) Individuals who are basic skills deficient.

(C) Individuals with educational attainment that is one or more grade levels below the grade level appropriate to the age of the individuals.

(D) Individuals who are pregnant or parenting.

(E) Individuals with disabilities, including learning disabilities.

(F) Individuals who are homeless or runaway youth.

(G) Individuals who are offenders.

(H) Other eligible youth who face serious barriers to employment as identified by the local board.

(6) Prohibitions.--

(A) Prohibition against federal control of education.--No provision of this Act shall be construed to authorize any department, agency, officer, or employee of the United States to exercise any direction, supervision, or control over the curriculum, program of instruction, administration, or personnel of any educational institution, school, or school system, or over the selection of library resources, textbooks, or other printed or published instructional materials by any educational institution, school, or school system.

(B) Nonduplication.--All of the funds made available under this Act shall be used in accordance with the requirements of this Act. None of the funds made available under this Act may be used to provide funding under the School-to-Work Opportunities Act of 1994 (20 U.S.C. 6101 et seq.) or to carry out, through programs funded under this Act, activities that were funded under the School-to-Work Opportunities Act of 1994, unless the programs funded under this Act serve only those participants eligible to participate in the programs under this

Act.

(C) Noninterference and nonreplacement of regular academic requirements.--No funds described in paragraph (1) shall be used to provide an activity for eligible youth who are not school dropouts if participation in the activity would interfere with or replace the regular academic requirements of the youth.

(7) Linkages.--In coordinating the programs authorized under this section, youth councils shall establish linkages with educational agencies responsible for services to participants as appropriate.

(8) Volunteers.--The local board shall make opportunities available for individuals who have successfully participated in programs carried out under this section to volunteer assistance to participants in the form of mentoring, tutoring, and other activities.

#### CHAPTER 5--ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES

*(Not included)* SEC. 131. GENERAL AUTHORIZATION.

*(Not included)* SEC. 132. STATE ALLOTMENTS.

*(Not included)* SEC. 133. WITHIN STATE ALLOCATIONS.

*(Not included)* SEC. 134. USE OF FUNDS FOR EMPLOYMENT AND TRAINING ACTIVITIES.

#### CHAPTER 6--GENERAL PROVISIONS

*(Excerpt)* **SEC. 136. PERFORMANCE ACCOUNTABILITY SYSTEM.**

(a) Purpose.--The purpose of this section is to establish a comprehensive performance accountability system, comprised of the activities described in this section, to assess the effectiveness of States and local areas in achieving continuous improvement of workforce investment activities funded under this subtitle, in order to optimize the return on investment of Federal funds in statewide and local workforce investment activities.

(b) State Performance Measures.--

(1) In general.--For each State, the State performance measures shall consist of--

(A)(i) the core indicators of performance described in paragraph (2)(A) and the customer satisfaction indicator of performance described in paragraph (2)(B); and

(ii) additional indicators of performance (if any) identified by the State under paragraph (2)(C); and

(B) a State adjusted level of performance for each indicator described in subparagraph (A).

(2) Indicators of performance.--

(A) Core indicators of performance.--

(i) In general.--The core indicators of performance for employment and training activities authorized under section 134 (except for self-service and informational activities) and (for participants who are eligible youth age 19 through 21) for youth activities authorized under section 129 shall consist of--

- (I) entry into unsubsidized employment;
- (II) retention in unsubsidized employment 6 months after entry into the employment;
- (III) earnings received in unsubsidized employment 6 months after entry into the employment; and
- (IV) attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills, by participants who enter unsubsidized employment, or by participants who are eligible youth age 19 through 21 who enter postsecondary education, advanced training, or unsubsidized employment.

(ii) Core indicators for eligible youth.--The core indicators of performance (for participants who are eligible youth age 14 through 18) for youth activities authorized under section 129, shall include--

- (I) attainment of basic skills and, as appropriate, work readiness or occupational skills;
- (II) attainment of secondary school diplomas and their recognized equivalents; and
- (III) placement and retention in postsecondary education or advanced training, or placement and retention in military service, employment, or qualified apprenticeships.

(B) Customer satisfaction indicators.--The customer satisfaction indicator of performance shall consist of customer satisfaction of employers and participants with services received from the workforce investment activities authorized under this subtitle. Customer satisfaction may be measured through surveys conducted after the conclusion of participation in the workforce investment activities.

(e) Evaluation of State Programs.--

(1) In general.--Using funds made available under this subtitle, the State, in coordination with local boards in the State, shall conduct ongoing evaluation studies of workforce investment activities carried out in the State under this subtitle in order to promote, establish, implement, and utilize methods for continuously improving the activities in order to achieve high-

level performance within, and high-level outcomes from, the statewide workforce investment system. To the maximum extent practicable, the State shall coordinate the evaluations with the evaluations provided for by the Secretary under section 172.

(2) Design.--The evaluation studies conducted under this subsection shall be designed in conjunction with the State board and local boards and shall include analysis of customer feedback and outcome and process measures in the statewide workforce investment system. The studies may include use of control groups.

(3) Results.--The State shall periodically prepare and submit to the State board, and local boards in the State, reports containing the results of evaluation studies conducted under this subsection, to promote the efficiency and effectiveness of the statewide workforce investment system in improving employability for jobseekers and competitiveness for employers.

(f) Fiscal and Management Accountability Information Systems.--

(1) In general.--Using funds made available under this subtitle, the Governor, in coordination with local boards and chief elected officials in the State, shall establish and operate a fiscal and management accountability information system based on guidelines established by the Secretary after consultation with the Governors, local elected officials, and one-stop partners. Such guidelines shall promote efficient collection and use of fiscal and management information for reporting and monitoring the use of funds made available under this subtitle and for preparing the annual report described in subsection (d).

(2) Wage records.--In measuring the progress of the State on State and local performance measures, a State shall utilize quarterly wage records, consistent with State law. The Secretary shall make arrangements, consistent with State law, to ensure that the wage records of any State are available to any other State to the extent that such wage records are required by the State in carrying out the State plan of the State or completing the annual report described in subsection (d).

(3) Confidentiality.--In carrying out the requirements of this Act, the State shall comply with section 444 of the General Education Provisions Act (20 U.S.C. 1232g) (as added by the Family Educational Rights and Privacy Act of 1974).

(h) Sanctions for Local Area Failure To Meet Local Performance Measures.--

(1) Technical assistance.--If a local area fails to meet levels of performance relating to indicators described in subparagraph (A) or (B) of subsection (b)(2) for a program for any program year, the Governor, or upon request by the Governor, the Secretary, shall provide technical assistance, which may include assistance in the development of a performance improvement plan, or the development of a modified local plan.



(2) Corrective actions.--

(A) In general.--If such failure continues for a second consecutive year, the Governor shall take corrective actions, which may include development of a reorganization plan through which the Governor may--

(i) require the appointment and certification of a new local board (consistent with the criteria established under section 117(b));

(ii) prohibit the use of eligible providers and one-stop partners identified as achieving a poor level of performance; or

(iii) take such other actions as the Governor determines are appropriate.

*(Excerpt)* **SEC. 137. AUTHORIZATION OF APPROPRIATIONS.**

(a) Youth Activities.--There are authorized to be appropriated to carry out the activities described in section 127(a), such sums as may be necessary for each of fiscal years 1999 through 2003.

*(Not included)* Subtitle C--Job Corps

*(Not included)* Subtitle D--National Programs

*(Not included)* SEC. 166. NATIVE AMERICAN PROGRAMS.

*(Not included)* SEC. 167. MIGRANT AND SEASONAL FARMWORKER PROGRAMS.

*(Not included)* SEC. 168. VETERANS' WORKFORCE INVESTMENT PROGRAMS.

**SEC. 169. YOUTH OPPORTUNITY GRANTS.**

(a) Grants.--

(1) In general.--Using funds made available under section 127(b)(1)(A), the Secretary shall make grants to eligible local boards and eligible entities described in subsection (d) to provide activities described in subsection (b) for youth to increase the long-term employment of youth who live in empowerment zones, enterprise communities, and high poverty areas and who seek assistance.

(2) Definition.--In this section, the term "youth" means an individual who is not less than age 14 and not more than age 21.

(3) Grant period.--The Secretary may make a grant under this section for a 1-year period, and may renew the grant for each of the 4 succeeding years.

(4) Grant awards.--In making grants under this section, the Secretary shall ensure that grants are distributed equitably among local boards and entities serving urban areas and local boards and entities serving rural areas, taking into consideration the poverty rate in such urban and rural areas, as described in subsection (c)(3)(B).



(b) Use of Funds.--

(1) In general.--A local board or entity that receives a grant under this section shall use the funds made available through the grant to provide activities that meet the requirements of section 129, except as provided in paragraph (2), as well as youth development activities such as activities relating to leadership development, citizenship, and community service, and recreation activities.

(2) Intensive placement and followup services.--In providing activities under this section, a local board or entity shall provide--

(A) intensive placement services; and

(B) followup services for not less than 24 months after the completion of participation in the other activities described in this subsection, as appropriate.

(c) Eligible Local Boards.--To be eligible to receive a grant under this section, a local board shall serve a community that--

(1) has been designated as an empowerment zone or enterprise community under section 1391 of the Internal Revenue Code of 1986;

(2)(A) is a State without a zone or community described in paragraph (1); and

(B) has been designated as a high poverty area by the Governor of the State; or

(3) is 1 of 2 areas in a State that--

(A) have been designated by the Governor as areas for which a local board may apply for a grant under this section; and

(B) meet the poverty rate criteria set forth in subsections (a)(4), (b), and (d) of section 1392 of the Internal Revenue Code of 1986.

(d) Eligible Entities.--To be eligible to receive a grant under this section, an entity (other than a local board) shall--

(1) be a recipient of financial assistance under section 166; and

(2) serve a community that--

(A) meets the poverty rate criteria set forth in subsections (a)(4), (b), and (d) of section 1392 of the Internal Revenue Code of 1986; and

(B) is located on an Indian reservation or serves Oklahoma Indians or Alaska Native villages or Native groups (as such terms are defined in section 3 of the Alaska Native Claims Settlement Act (43 U.S.C. 1602)).

(e) Application.--To be eligible to receive a grant under this section, a local board or entity shall submit an application to the Secretary at such time, in such manner, and containing such information as the Secretary may require, including--

(1) a description of the activities that the local board or

entity will provide under this section to youth in the community described in subsection (c);

(2) a description of the performance measures negotiated under subsection (f), and the manner in which the local boards or entities will carry out the activities to meet the performance measures;

(3) a description of the manner in which the activities will be linked to activities described in section 129; and

(4) a description of the community support, including financial support through leveraging additional public and private resources, for the activities.

(f) Performance Measures.--

(1) In general.--The Secretary shall negotiate and reach agreement with the local board or entity on performance measures for the indicators of performance referred to in subparagraphs (A) and (B) of section 136(b)(2) that will be used to evaluate the performance of the local board or entity in carrying out the activities described in subsection (b). Each local performance measure shall consist of such a indicator of performance, and a performance level referred to in paragraph (2).

(2) Performance levels.--The Secretary shall negotiate and reach agreement with the local board or entity regarding the levels of performance expected to be achieved by the local board or entity on the indicators of performance.

(g) Role Model Academy Project.--

(1) In general.--Using the funds made available pursuant to section 127(b)(1)(A)(iv) for fiscal year 1999, the Secretary shall provide assistance to an entity to carry out a project establishing a role model academy for out-of-school youth.

(2) Residential center.--The entity shall use the assistance to establish an academy that consists of a residential center located on the site of a military installation closed or realigned pursuant to a law providing for closures and realignments of such installations.

(3) Services.--The academy established pursuant to this subsection shall provide services that--

(A) utilize a military style model that emphasizes leadership skills and discipline, or another model of demonstrated effectiveness; and

(B) include vocational training, secondary school course work leading to a secondary school diploma or recognized equivalent, and the use of mentors who serve as role models and who provide academic training and career counseling to the youth.

(Not included) SEC. 170. TECHNICAL ASSISTANCE.

*(Not included)* SEC. 171. DEMONSTRATION, PILOT, MULTISERVICE, RESEARCH, AND MULTISTATE PROJECTS.

*(Not included)* SEC. 172. EVALUATIONS.

*(Not included)* SEC. 173. NATIONAL EMERGENCY GRANTS.

*(Not included)* SEC. 174. AUTHORIZATION OF APPROPRIATIONS.

Subtitle E--Administration

*(Not included)* SEC. 181. REQUIREMENTS AND RESTRICTIONS.

*(Not included)* SEC. 182. PROMPT ALLOCATION OF FUNDS.

*(Not included)* SEC. 183. MONITORING.

*(Not included)* SEC. 184. FISCAL CONTROLS; SANCTIONS.

*(Not included)* SEC. 185. REPORTS; RECORDKEEPING; INVESTIGATIONS.

*(Not included)* SEC. 186. ADMINISTRATIVE ADJUDICATION.

*(Not included)* SEC. 187. JUDICIAL REVIEW.

*(Not included)* SEC. 188. NONDISCRIMINATION.

*(Not included)* SEC. 189. ADMINISTRATIVE PROVISIONS.

*(Not included)* SEC. 190. REFERENCE.

*(Not included)* SEC. 191. STATE LEGISLATIVE AUTHORITY.

*(Not included)* SEC. 192. WORKFORCE FLEXIBILITY PLANS.

*(Not included)* SEC. 193. USE OF CERTAIN REAL PROPERTY.

*(Not included)* SEC. 194. CONTINUATION OF STATE ACTIVITIES AND POLICIES.

*(Not included)* SEC. 195. GENERAL PROGRAM REQUIREMENTS.

*(Not included)* Subtitle F--Repeals and Conforming Amendments

*(Not included)* TITLE II--ADULT EDUCATION AND LITERACY

*(Not included)* TITLE III--WORKFORCE INVESTMENT-RELATED ACTIVITIES

*(Not included)* TITLE IV--REHABILITATION ACT AMENDMENTS OF 1998

*(Not included)* TITLE V--GENERAL PROVISIONS

59.20

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1/14, 18, 27/00 draft  
Transitional Youth Council



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

**DRAFT MINUTES OF THE JANUARY 14, 18, AND 27, 2000 MEETING OF THE  
TRANSITIONAL YOUTH COUNCIL**

DOCUMENTS DEPT.

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**PRESENT: (JANUARY 14<sup>TH</sup>)**

Sharon Alford, Bob Anyon, Rufus Davis, Dorian Hearnton, Susan Kim, Tom Latham, Marquitta Mayes, Vivian Stern Turner, Art Tapia, Pam Ulmer

**ABSENT:**

Deborah Alvarez-Rodriguez, Cheyenne Bell, Myra Chow, Ann Cochrane, Paul Cohen, Carol Kocivar, Mark Mosher, Tom Ryan, Lucy Scarbrough, Susan Zelenik

Bob Anyon reported that co-chair Lucy Scarbrough is on vacation through January 24th.

*Motion to adopt the agenda to include an overview by Liz Jackson-Simpson.*

Moved by Marquitta Mayes and seconded by Tom Latham.

Ayes: Sharon Alford, Rufus Davis, Dorian Hearnton, Susan Kim, Tom Latham, Marquitta Mayes, Vivian Stern Turner, Art Tapia, Pam Ulmer

Nays: None

Abstentions: None

The motion passed.

*Motion to accept the minutes of the January 7, 2000 meeting of the Transitional Youth Council as amended and correct the name of Sharon Alford and not Susan.*

Moved by Art Tapia and seconded by Sharon Alford.

Ayes: Sharon Alford, Rufus Davis, Dorian Hearnton, Susan Kim, Tom Latham, Marquitta Mayes, Vivian Stern Turner, Art Tapia, Pam Ulmer

Nays: None

Abstentions: None

The motion passed.

Ray Holland reported that at its January 11, 2000 meeting, the Private Industry Council (PIC) voted to move as quickly as possible toward establishing a local Workforce Investment Board (WIB) but to seek designation as an "Alternate Entity" to serve as a placeholder until the WIB is appointed and functioning.

Liz Jackson-Simpson distributed a handout outlining points regarding the Youth Council as described by the Workforce Investment Act of 1998 (WIA).

The Youth Council must include representatives from the local WIB, youth serving agencies, public housing, parents of youths, individuals with experience with youth, representatives from the Job Corps.

Out-of-school youth is defined as an eligible youth that is a school dropout or received a secondary diploma or equivalent but is basic skills deficient, unemployed or underemployed.

Emphasis should focus on the "bigger" picture; not just on the WIA funds but include other existing services and funding sources.

Bob Anyon summarized this portion of the discussion to look at the vision to include assessment and development of an Individual Services Strategy for youths. Next, would be a management plan on how it will be done including other programs, other organizations and other funding sources.

*Motion to break up into groups and discuss the issues and return in 45 minutes to report results.*

Moved by Art Tapia and seconded by Tom Latham

Ayes: Sharon Alford, Bob Anyon, Rufus Davis, Dorian Hearnton, Susan Kim, Tom Latham, Marquitta Mayes, Vivian Stern Turner, Art Tapia, Pam Ulmer

Nays: None

Abstentions: None

The motion passed.

Groups were established to discuss four major areas.

The notes from each group will be sent to Liz Jackson-Simpson via e-mail who will print them out and bring copies to the next meeting.

The meeting recessed until 4:30 p.m., Tuesday, January 18, 2000.

**PRESENT: (JANUARY 18<sup>th</sup>)**

Bob Anyon, Sharon Alford, Deborah Alvarez-Rodriguez, Rufus Davis, Susan Kim, Tom Latham, Marquitta Mayes, Tom Ryan, Vivian Stern Turner, and Art Tapia

The meeting was reconvened by Bob Anyon at 4:45 p.m.

Mr. Anyon asked if there would be a joint meeting between the TYC and STC so as to work out possible conflicts between their separate recommendations. Mr. Holland clarified that the two bodies and their recommendations were separate and equal. He also noted the short time frame that both groups, PIC staff and the Council were operating under, and suggested there might not be time for such a meeting. Mr. Anyon asked that staff therefore alert TYC and STC members of any conflicts between their two plans so that these might be resolved in advance of their presentation to the Council.

During the rest of the meeting, TYC members and the public in attendance reviewed and discussed the "WIA Transitional Youth Council Small Group Notes: 01/14/00," developed by workgroup participants at the January 14 TYC meeting. These notes were assembled into a single document by PIC staff, and distributed at today's meeting. Mr. Anyon and PIC staff took notes during the discussion so that changes and clarifications could be incorporated into the next draft.

Ms. Alvarez-Rodriguez said the plan should include incentives for organizations that innovate.

Youth organizations should be encouraged to specialize in services they are best at providing. Ms. Jackson-Simpson said, and collaborate with other organizations to provide a continuum of services. One group might provide supportive services, another job training, a third placement.

Mr. Holland noted that federal funding for youth job training programs to San Francisco has decreased substantially, mostly because of the city's healthy economy. He predicted a 50 percent drop in youth employment funds between the PIC's Summer Youth Employment and Training Program and programs

run by the S.F. Unified School District and the S.F. Housing Authority if the Governor does not apply the "JTPA Hold Harmless" provision.

An inventory of current youth programs in San Francisco is essential, Mr. Latham said. He added that he believed it would be impractical to set "universal auditing" standards, as proposed by the January 14 TYC document, since funders set such different rules for their programs.

Ms. Alvarez-Rodriguez disagreed, observing that the Mayor's Office of Children, Youth and Their Families (MOCYF), which she heads, operates various programs from very different funding sources and has been able to develop a single computerized reporting system for them all.

Mr. Holland said that the TYC's visionary statement should be placed prominently "out in front" of the document so as to keep goals in mind, even if some of those ideals are "impractical."

The meeting recessed at 7:10 p.m. until Thursday, January 27, 2000 4:30 p.m.

**PRESENT: (JANUARY 27<sup>th</sup>)**

Bob Anyon, Sharon Alford, Debbie Alvarez-Rodriguez, Rufus Davis, Dorian Hearnton, Lonnie Holmes, Tom Latham, Marquitta Mayes, Lucy Scarbrough, Vivian Stern-Turner, Art Tapia.

The meeting was reconvened by Bob Anyon at 4:45 p.m.

Mr. Anyon gave a brief background about the role and purpose of the Transitional Youth Council.

Ray Holland gave a brief update on the status of the State Workforce Investment Board that was holding its first meeting this afternoon beginning at 3:30 p.m.

Ray Holland reported that the staff is working on having a meeting of the Private Industry Council either February 24 or 25.

A question arose regarding how the TYC will review the final version being submitted for approval by the State.

It was suggested that at least one person from each of the four groups review the minutes from the last meeting to ensure the final document reflects the work of the TYC.

ON the AB 926 agenda item, Ray Holland explained that it authorizes \$125,000 for San Francisco (along with other designated SDAs) to "train at-risk youth for appropriate employment opportunities." The legislation also stipulates that there must be a dollar-for-dollar match from private sources.

It was the consensus of the TYC that the PIC staff should proceed to develop a Request For Proposal based on the State guidelines as soon as possible. Mr. Holland requested additional names of residential facilities for the RFP mailing list.

It was requested that there be an attempt to leverage other department funds, as many of the agencies receive funding from the Departments of Health and of Human Services, and to simplify the reporting requirements for the service provider. It was noted that matching funds must be derived from "private sources."



It was suggested that the RFP include mention of the TYC system and that the proponents commit to being a part of the system we are creating.

#### Next Steps.

Youth Participation-wait until the plan is finalized and begin implementing the youth involvement. Marquitta reported she received names.

A representative from a community-based organization (CBO) reported that the former summer youth subcontractors have not been receiving the announcements about the TYC meetings. PIC staff will follow up to see that all future meeting notices are sent to this particular group of youth serving agencies.

Another representative from a CBO urged that the CBO position be strengthened and added that they need to have a much better idea about what the changes will be under the new program.

Debbie Alvarez-Rodriguez offered assistance from her department, as a totally neutral convenor, to help bring the various parties together to construct a "new system."

Members of the TYC and others were invited to assemble workgroups to tackle specific portions of the draft plan. They will report their results at the February 15<sup>th</sup> meeting.

It was requested that the PIC staff prepare a summary of the summer program issues with bullet points.

The PIC staff will schedule the February 15<sup>th</sup> meeting as soon as possible.

The meeting was adjourned at 6:35 p.m.



JAN 26 2000

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of San Francisco, Inc.

## MEMORANDUM

TO: MEMBERS, STRATEGIC TRANSITION COMMITTEE  
MEMBERS, TRANSITIONAL YOUTH COUNCIL  
ALL "MANDATORY ONE STOP PARTNERS"  
ALL PIC SUBCONTRACTORS  
ALL OTHER INTERESTED MEMBERS OF THE PUBLIC

DATE: JANUARY 25, 2000

FROM: RAYMOND R. HOLLAND

SUBJECT: FIRST DRAFT OF SAN FRANCISCO'S INITIAL, FIVE-YEAR, STRATEGIC WORKFORCE  
INVESTMENT PLAN --- FOR YOUR IMMEDIATE REVIEWS AND COMMENTS

Attached is the first draft of San Francisco's Initial, Five-Year Strategic Workforce Investment Plan. It and a public notice announcing its availability on the PIC's web site at <[www.picsf.org](http://www.picsf.org)> and in hardcopies located in the PIC's office at the address below are being published for thirty days of public review and comment from the date above. This is the first redaction of guidance provided by the Council's "Strategic Transition Committee" at its public hearings of January 6th, 13th and 21st and of guidance provided by the "Transitional Youth Council" at its public hearings of January 7th, 14th and 18th. This draft plan should be discussed at the hearings of those bodies scheduled, respectively, for January 28th and 27th.

Since the State is requiring the final version of this plan be received by March 1st and since it may not be possible to consider or respond to all comments which are submitted up to the very end of the thirty-day period, please be assured this is only an initial plan and that, in the ensuing months before it is fully implemented in this year, they will be considered for subsequent modifications to this plan.

Prompt comments and suggestions are being specifically solicited with respect to:

- the plan sections for which proposed language has not yet been crafted (e.g., sections III.B, III.D., etc.);
- the plan sections which identify issues to be resolved, alternatives being considered, but for which decisions have been deferred until later (e.g., sections IV.A., IV.C., etc.);
- the criteria for dividing the "adult funds" between vouchers and training subcontracts and the "youth funds" between summer and year-round activities once the amounts of each are known; and
- reducing the number of pages of this draft plan to the maximum of forty pages permitted.

The attached refers to several documents which will either be incorporated by reference or as attachments to the final version of this initial plan but which are not included in this draft of it. Access to those documents can be obtained by calling the PIC, Inc. at the telephone number indicated below.

Comments with respect to this draft plan can be provided by e-mail to <[plan\\_comments@picsf.org](mailto:plan_comments@picsf.org)> or by hardcopy mailed to "ATTENTION: PLAN COMMENTS" at the address below. Comments and suggestions which are provided early in the thirty-day period will have a greater chance of being considered for the final version of the initial plan which is submitted. Following additional public hearings by and the recommendations of the Strategic Transition Committee and the Transitional Youth Council, the Private Industry Council and the Mayor intend to approve a final version of this initial plan before the end of February.

cc: Mayor Willie L. Brown, Jr., All Council Members, PIC Staff, SFDHS Staff, EDD/JTPD, and EDD/COWI

STRATEGIC FIVE-YEAR LOCAL  
WORKFORCE INVESTMENT PLAN  
FOR  
TITLE I OF THE WORKFORCE INVESTMENT ACT OF 1998  
(WORKFORCE INVESTMENT SYSTEM)  
FOR THE LOCAL WORKFORCE INVESTMENT AREA:

## CITY AND COUNTY OF SAN FRANCISCO

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Prepared by:  
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## EXECUTIVE SUMMARY

*Enclose a brief summary, not more than two pages, of the five-year strategic local plan that gives a general overview of the proposed local workforce investment system. Include a description of how the system looks today, and how it will change over the five-year plan period. Include a discussion of the local board's economic and workforce investment goals and how the local system will support these goals.*

During the next five years, the master partners for the San Francisco Workforce Investment Area will develop a system that increases its contribution in providing a competitive workforce to local business. Through the establishment of One-Stop Career Centers and Access Points, the system will offer all citizens and qualified aliens the opportunity to maximize their employment potential. The Centers will offer a variety of information and training services based on individual needs and employers will be provided with access to workers that will support economic growth by helping them compete in the global economy.

To accomplish this vision, the San Francisco Workforce Investment system will streamline services currently offered through multiple agencies and multiple locations by consolidating services through One-Stop Centers and Access Points when possible. The consolidation will allow for customer needs to be met in a more efficient manner, and will expand the current customer base of the programs. Duplication of services by different organizations and agencies will be avoided whenever possible. Timelines will be established for data sharing between agencies, with the ultimate goal being full integration in the foreseeable future.

All services will be aimed at helping individuals manage their own careers. The system will establish services that seek to provide individuals with information necessary to make informed consumer choices regarding their careers and the selection of training providers. Services will be provided according to individual needs, so that individuals with deficiencies or barriers to employment and advancement will be provided more intensive training as resources permit. Individual Training Accounts will be established for those requiring such support.

A core set of career decision-making and job search tools will be available through the One-Stops and Access Points on a non-discriminatory basis. All Centers will meet the requirements of the Americans with Disabilities Act (ADA) and will provide reasonable accommodations to individuals who may have special needs.

Responsibility for success of the workforce system rests with a partnership between the Workforce Investment Board and the Mayor. This partnership will monitor service providers and program operators on an on-going basis, to ensure the achievement of its established performance outcomes. The Board will establish program outputs for job placement, earnings, retention in unsubsidized employment, skill gains and certifications/credentials earned in specific occupational or academic areas.

The Mayor, recognizing the need for a strong Workforce Investment Board (WIB), will encourage active private sector participation, and will encourage contributions of training and resources from the private sector. The Board will strategically plan for the use of workforce resources, establish performance levels for all workforce programs, and provide oversight of the One-Stop. Additionally, the Board will negotiate Memoranda of Understanding with all One-Stop partners, ensuring that all partners have an equity stake in and a responsibility for the One Stop system.

The WIB will provide sufficient guidance for the One-Stop system and training providers, but not to a degree that would stifle flexibility and creativity in meeting the needs of individual job seekers and local employers. The Board will focus on building responsive systems that respond

to the ever-changing needs of a dynamic labor market and the emergence of a new economy.

The Board will conduct a thorough labor market analysis of the area that will guide the selection of those placed on the authorized list of training providers. Other projects may be developed over time that respond to special needs of the employer community, to address specialized needs relating to skill and labor shortages.

A Youth Council is being established to improve youth programs and to act as an advocate in the community for youth. There will be improved linkages between academic and occupational learning and other youth development activities in the city. Youth will be provided opportunities to achieve career goals to enhance their ability to compete in the labor market. Resources will be provided to youth serving agencies that have a proven track record, and the network of youth activities offered will provide all of the basic program design elements in the Workforce Investment Act.

Quality principles will guide the remaking of the Workforce System throughout the process. These include the development of effective leadership, the creation of action plans and strategic objectives, the customer focused design of products and service delivery, the use of performance data and information, employee training and development, and a focus on bottom line results to business.

In five years, the San Francisco Workforce Development System will be a more efficient, user friendly, customer focused, results driven system serving a broader range of clients than the system that exists today. Business will perceive real value in our services and our ability to provide skilled workers to local employers will far surpass the capacity of the current system.

<< Write last - 2 pages maximum. >>

## I. PLAN DEVELOPMENT PROCESS

*WIA gives States and local areas a unique opportunity to develop employment and training systems tailored specifically to State and local area needs. The local plan is only as effective as the partnership that implements it. The plan should represent a collaborative process among the Chief Elected Official and the local system partners. This collaboration will create a shared understanding of the local area's workforce investment needs, a shared vision of how the local workforce investment system can be designed to meet those needs, and agreement on the key strategies to achieve this vision. This collaborative planning at all stages should drive local system development, create strategies for improvement, and provide the opportunity for stakeholder and public participation, review and comment.*

*In this section, describe the plan development process, including a discussion of how comments received during the public comment period were incorporated within the plan. [WIA, Section 118(c)(1)]*

*(Please note: we recognize that local areas are required to develop various related local plans and we encourage you, whenever feasible and appropriate, to use planning information that has already been developed. However, the data you use must be accurate and current.)*

- A. *What was the role of the Chief Elected Official in developing the plan? [WIA, Section 118(a)]*

In March of 1999, the Mayor of San Francisco asked the Governor to designate the City and County of San Francisco to be a Local Workforce Investment Area under section 116 (a)(2) of the Workforce Investment Act and to certify the Private Industry Council of San Francisco as the "Alternative Entity for San Francisco's Workforce Investment Board" under section 117 (i) of the Act.

Assuming that designation would eventually be provided, the Mayor in the meantime instructed his representatives to consult with the Private Industry Council of San Francisco (of which the Executive Director of the San Francisco Department of Human Services, his lead representative, was and is a member), representatives of the PIC, Inc. (the corporate *alter ego* of the Council and the designated agent of the existing Partnership between the Council and the Mayor), other prospective "One Stop San Francisco Partners", and other members of the public to begin developing:

- a recommended governance structure for the proposed San Francisco Workforce Investment Area; and
- a recommended initial, Strategic, Five-Year Workforce Investment Plan for the proposed San Francisco Workforce Investment Area.

In August of 1999, the Mayor submitted a formal application to the State to have the City and County of San Francisco designated to be a Local Workforce Investment Area under section 116 (a)(2) of the Act.

- B. *What local workforce investment board, transition board or existing body had oversight for the development of this local plan? If there was no such body, how will you create a responsible entity? [WIA Section 117(d)(4)]*

In late-October of 1999, the Board of Directors of the Private Industry Council of San Francisco established:



- an ad hoc Strategic Transition Committee to hold public hearings to guide the development of a recommended initial, Strategic, Five-Year Workforce Investment Plan for the proposed San Francisco Workforce Investment Area; and
- an ad hoc committee of the Council to be called the Transitional Youth Council to hold public hearings to guide the development of the youth portions of that recommended initial Plan and to establish a permanent Youth Council for San Francisco's Workforce Investment Board or the Alternative Entity for it.

In mid-December of 1999, the State issued its "Initial Planning Guidance and Instructions for the Submission of the Strategic Five-Year Local Plans" and, before the holidays, three public hearings were scheduled for the month of January 2000 and announced under the provisions of San Francisco's "Sunshine Ordinance" for each of the two new transitional bodies of the Council.

Initially, the Chairman of the Private Industry Council appointed seventeen members of the Council, nine of whom were representatives of business in the local area, to the Strategic Transition Committee. Subsequently, the membership of this *ad hoc* committee was expanded to include one additional representative of business in the local area and five additional "Mandatory One Stop Partners".

The Chairman of the Private Industry Council also appointed ten members of the Council's Jobs For Youth Executive Committee (which included four members of the Council) and ten additional persons (three of whom represented interest groups specified in section 117 (h)(2)(A) of the Act which were not represented on the Jobs For Youth Executive Committee) to the Transitional Youth Council.

Each of these two transitional committees of the Council held three public hearings during the month of January 2000 to develop a recommended, initial, Strategic, Five-Year Workforce Investment Plan for the proposed San Francisco Workforce Investment Area to be published for thirty days of public review and comment during the month of February.

During the month of February, each of these two transitional committees will hold an undetermined number of additional public hearings during the month of February 2000 to consider comments and suggestions that are received. Based on comments and suggestions received, each of the committees will recommend a plan to the Council and the Mayor for their consideration and submission to the State before March 1st.

In January of 2000, the Mayor submitted a formal application to the State to have the Private Industry Council of San Francisco certified to be the "Alternative Entity for San Francisco's Workforce Investment Board". Once certified for the purpose of legitimizing the plan which the Council would be asked to approve before the end of February 1999, the Mayor and the Council would, with all due deliberate speed, move to expand the Council's membership to bring it into conformance with that of a Newly Formed Local Workforce Investment Board taking into account:

- the criteria which the State will be promulgating for appointing additional members to that Board;
- the eventual size of the Board's membership;
- the rules governing the members' conflicts of interest; and
- current State Law (i.e., section 1090 of California's Government Code) which prohibits Local Workforce Investment Boards from entering into agreements having "economic interests" with "One Stop Partners" who are members of that Board.

- C. *Describe the process used to provide an opportunity for public comment, including comment by the Chief Elected Official; the local workforce investment board and youth council; other local governing bodies; educators; vocational rehabilitation agencies; service providers; community-based organizations; and migrant seasonal farmworker representatives. Describe the process used to get input for the plan prior to submission. [WIA Section 118(c)(1) and WIA Section 118(b)(7)]*

Please refer to the preceding section of this plan for descriptions of the processes used to provide opportunities for suggestions and comments from the Mayor, from the proposed Alternative Entity for San Francisco's Workforce Investment Board and its Transitional Youth Council, from other local governing bodies, from educators, from vocational rehabilitation agencies, from service providers, from community based organizations, from migrant seasonal farm workers, and other members of the public for the initial Strategic, Five-Year San Francisco Workforce Investment Plan.

Acknowledged throughout these processes is the fact that this is only San Francisco's initial plan and that, in the ensuing months (particularly those from March through June of 2000, after some critical decisions have been made by the State and the Governor) modifications of this plan will be developed, proposed, and subjected to similar public review and hearing processes and submitted to the State as many times as are necessary and feasible.

It needs to be noted that the Private Industry Council of San Francisco conducts all of its business and public hearings under the provisions of San Francisco's "Sunshine Ordinance" [the requirements for which far exceed the similarly-named provisions of section 117 (e) of the Act] and of the State's Ralph M. Brown Act.

The community planning meetings held in several locations included discussions of each element of this plan. Participating representatives are listed in Attachments 3 and 4.

- D. *How were comments that were in disagreement with the draft plan considered in developing the final plan? [State Planning Guidance I B. and WIA, Section 112(b)(9)]*

Because there is no such thing as a "final strategic plan" (there will always be strategic conditions which will result in its modification) and because of the limited amount of time initially provided for the formal planning processes at the local level, not all comments that were in disagreement with this initial plan may have been considered yet. As indicated in the immediately preceding section of this initial plan, it is the intention of the Council and the Mayor to address some of the comments in the period from March through June of this year.

- Attached are all comments that were in disagreement with the draft plan that was published during the month of February and, where applicable, responses to them where, given the time limitations, that has been possible.

- E. *Describe the method used to make copies of the local plan available through public hearings, and through the local news media and the Internet. [WIA, Section 118(c)(2)]*

Public notices announcing the availability of the proposed plan on the PIC's web site and, in hardcopy, in the Mayor's and the PIC's Offices were posted in the San Francisco Independent, the newspaper of public record for the City and County of San Francisco. In addition, hardcopies of the plan were distributed to:



- all members of the Private Industry Council of San Francisco and its two *ad hoc* transition bodies;
- all “Mandatory One Stop Partners”;
- all PIC Subcontractors; and
- all other members of the public which had notified the PIC of their desire to receive and review copies of that plan.

F. *What other organizations were involved in the development of the local plan? How were they involved?*

Attachment 3 lists of most of the organizations whose representatives are recorded as having been involved in the development of this plan through either participation on the Council, on one or more of its transition bodies, on the “WIA Transition Team,” on the “One Stop San Francisco Operations Resources and Governing Committees,” as “Access Point, Core, or Supporting Partners,” in reviewing, supporting, or opposing the proposed application to have the Private Industry Council of San Francisco certified to be the “Alternative Entity for San Francisco’s Workforce Investment Board,” and in participating in one or more of the public hearings of any of these bodies.

## II. LOCAL VISION AND GOALS

*The federal Planning Guidance and Instructions for Submission of the State’s Strategic five-year Plan indicates that “a vision creates organizational alignment around a picture of a transformed future. It propels the organization toward achieving difficult but attainable strategic goals. Vision drives systematic improvements and produces outcomes. It is dynamic, not static.”*

*In this section, identify your broad strategic economic and workforce development goals (e.g., “All people who want to work can find jobs. There will be a growing number of business start-ups. Fewer people will rely on welfare assistance.”) Describe the shared vision of how the local WIA workforce investment system will support attainment of these goals.*

A. *What is your vision for your local workforce investment system, and how will your system appear at the end of the five-year period covered by this plan? [State Planning Guidance II B.] [WIA, section 117(d)(1)] Some specific questions that must be answered are:*

1. *In five years, describe how your local system will integrate services. [WIA, Section 117(d)(1) and Section 118(a)]*

The city’s vision of the local workforce investment system is to integrate current services in the One-Stop Centers and Access Points, to move toward providing universal access to career and labor market information, and to provide other useful consumer information regarding training and education that enables our customers to make better informed choices.

To address the needs of those who are unable to compete successfully in the current labor force, we will establish a process that identifies individuals needing more intensive services and training. When possible we will leverage both public and private resources to provide the necessary resources to upgrade their skills based on relevant local labor market needs.

Assuming a continuing strong economy, in five years all San Franciscans will find

"no wrong door" through a seamless integration of an expanded array of services from as many community agencies as possible.

The San Francisco Workforce Investment Board will:

- integrate the services offered by its partnering agencies within the One-Stop Centers;
- jointly develop goals, progress markers and timelines to map out a full integration strategy;
- develop specific plans and timelines for cross training of staff about all other programs, processes to effectively share information, specifications for a technology network infrastructure that will allow for eventual integration, and reengineering of the workflow processes within the One-Stop Centers in order to make improvements; and finally,
- integration of programs into a seamless delivery system with transparent funding streams.

2. *What programs and funding streams will support service delivery through the One-Stop system? [WIA, Section 121(b)(1)(B)]*

The system, through the One Stop Centers and Access Points, will provide access and information regarding each of the following programs: Adult, Dislocated Worker and Youth Activities under WIA Title I (including programs funded from Veterans Workforce Investment Programs, Migrant and Seasonal Farmworker Programs, Indian and Native American Programs, Job Corps and Youth Opportunity Grants), Welfare-to-Work, Employment Service, TANF, Adult Education, Postsecondary Vocational Education, Vocational Rehabilitation, Title V of the Older Americans Act, Trade Adjustment, NAFTA Transitional Adjustment Assistance, Veterans Employment and Training Programs, Community Services Block Grant, Employment and Training activities under HUD, Food Stamps Employment and Training, National and Community Service Act programs, Unemployment Insurance, Homeless Programs, Refugee Programs, Mental Health, and other appropriate federal, State or local programs involved with transportation, child care, community colleges, economic development, community outreach, substance abuse, and the criminal justice system.

A complete list of funding streams has not been attempted at this early stage. Each agency committed to this plan manages dozens of fragmented federal, state, local and granted funds created by the separate actions of others. The major challenge of this effort will be to coordinate those funding streams and their unique service designs, eligibilities, and reporting/evaluation systems.

3. *Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be achieved? [20 CFR Part 652, et al., Interim Final Rule 1)(A), State Planning Guidance II.B. bullet 3]*

Through our network of One-Stop Centers, Access Points and CBOs, job seekers and those seeking career advancement or upgrading of their skills will be able to access information regarding the local labor market, including the occupations and industry sectors that are in demand or in which labor shortages currently exist. They will also be able to access available job openings and postings from local, regional, state and national employers. They will be able to acquire a list of current training providers in the area, and the track record of completions and job success of recent graduates from these institutions and schools.

The Centers, Access Points and CBOs will also make available general information about careers and a means for individuals to assess their aptitudes and interests and how these match to available jobs and demand occupations.

More intensive services will be provided to those in need, that may include individual counseling, group job search classes and in selected cases, educational remediation and training in specific occupations.

Universal access will be achieved by offering services needed and valued by the community, at locations geographically dispersed and at community centers that maintain good customer focus. As the system develops, public service ad campaigns will be conducted to inform the general public about the availability of services.

4. *How will Wagner-Peyser Act and unemployment insurance services be integrated into the local system? [WIA, Section 121(b)(1)(B)(xii), State Planning Guidance II B bullet 5]*

All Wagner-Peyser services will be delivered through the One-Stop system. The Employment Development Department's Field Office #504 facility at 3120 Mission Street hosts a prototype One Stop co-location site. The EDD's long-standing Employer Advisory Committee has provided valuable feedback in the design and development of the One-Stop system.

EDD shares job listings through CalJOBS and America's Job Bank (AJB). Every One-Stop Center and Access Point will provide information regarding Unemployment Insurance eligibility and the filing of claims.

5. *How will the local workforce investment system help achieve the goals of the State's workforce investment, welfare, education, and economic development systems? [WIA, Section 118(a)(b)(1) State Planning Guidance II B bullet 6]*

The San Francisco Workforce Investment Board will use the State adopted goals for workforce investment, welfare, education and economic development as the starting point for the discussion of local goals. Measures will be adopted relating to each of these areas.

6. *How will the youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the State's economy? [WIA, Section 111(d)(2) and 112(a)]*

The building of a strong Youth Council has been a priority in the WIA transition process. The Transitional Youth Council includes individuals who are strong youth advocates.

A primary goal of the Transitional Youth Council is the creation of a compendium of youth programs and services. Using the compendium as its base, the Youth Council will identify gaps in youth programming, and begin to identify areas of overlap, where better coordination and integration can occur.

Youth agencies that exemplify proven models of effectiveness in serving youth will be targeted to have a presence in the One-Stop Centers or as an Access Point. Those agencies will provide all of the "elements" described in the WIA and in section VI of this plan.

This Plan relies on the participation of a broad network of youth-serving educational and youth justice institutions, community- and faith-based agencies, and coordinating agents.

The city's application for a \$7.6 million Youth Opportunity Grant (YOG) is in the final stages of U.S. Department of Labor competition. It will, if funded, provide a comprehensive assessment of the needs of selected Enterprise Community youths and provide intensive outreach and services. Please see Attachment 6 for a summary of the YOG approach.

*B. What are your board's broad strategic economic and workforce development goals? What steps will you take to attain these goals? (State Planning Guidance II A.); (WIA, Section 118(a))*

The San Francisco Workforce Investment Board will improve the quality, career mobility, and skills of the local workforce, enhance the productivity and competitiveness of local business and industry, and increase the self-sufficiency of welfare recipients. To accomplish this, we will provide integrated, customer-oriented, accountable services made possible through viable service-provider partnerships as will be set forth in our Memorandums of Understanding with our partner agencies.

Our broad strategic economic and workforce development goals are:

1. Employment of all individuals who want or need a job;
2. Self sufficiency and decrease in welfare dependency;
3. Increase in the knowledge/skill attainment of our labor force;
4. More efficient linkage between labor supply and demand;
5. Customer satisfaction – including both employers and job seekers;
6. Continuous improvement and cost effectiveness in all aspects of operations;
7. Fostering of high performance workplaces; and
8. Career mobility for those who desire and seek it.

To attain these goals, through the development of a more skilled workforce, we will create a system that provides:

- Universal and easier access to services and information;
- Emphasis on workplace fundamentals;
- More training to upgrade the skills of current workers;
- Expansion of self service features within our One Stops;
- Use of learning resources accessible electronically;
- Consumer information that provides a better match between training needs of participants and training resources;
- Use of mentors and other coaches and learning facilitators;
- Access to resources that can provide lifelong learning; and
- Long term follow up.

*C. Identify organizations involved in the development of your local vision and goals.*

All One Stop partners, Access Points, and interested parties were invited to be involved in the development of this five-year plan vision and goals, as well as representatives of the City and County departments, the city's educational institutions, and the associations formed of service deliverers and rights groups. Additionally, we enlisted the input of organizations and agencies that provide the following services: mental health, subsidized

housing, homeless, refugee, economic development, including chambers of commerce, education, other specialized business associations, welfare, youth and differently-abled advocacy groups, child care, transportation, veterans and other community based organizations. Please see Attachment 3 for a complete list.

### III. LABOR MARKET ANALYSIS

*The Planning Guidance and Instructions request information on key trends expected to shape the economic environment during the next five years, including the implications of these trends in terms of overall employment opportunities by occupation, key occupations, the skills needed to attain local occupational opportunities, growth industries and industries expected to decline, customer demographics, and the sources of data used to gather this information. Where appropriate, identify any regional economic development needs and describe how the local area will be involved in them.*

*In this section identify the needs of businesses, job training, and education seekers, economic development professionals, and training providers in your workforce investment area. Are these the same or different than those present in the previous service delivery area(s)? If different, how can the needs be better met by the new, local workforce investment system? To complete this section, answer the following questions.*

A. *What are the workforce investment needs of businesses, job-seekers and workers in the local area? [WIA, Section 118(b)(1)(A)]*

In general, employers need a trained workforce with good basic skills and a strong work ethic. Good basic skills include reading and comprehending instructions, writing clearly, being punctual, being reliable, being pleasant to customers and coworkers, and having initiative and desire to grow. Business also appreciates creativity, a basic understanding of business, and familiarity with diversity in the workplace.

Smaller employers need the ability to upgrade the skills of their current workforce. Supervisors and front line managers require skills to successfully interact with a diverse workforce and other strategies for reducing turnover. Ideally, they would like prompt responses to requests for assistance.

Job Seekers will generally find a better job market than in previous years. But many job seekers still do not know how to conduct an efficient job search, how to interview, where to find basic information relating to jobs and careers or how to meet the minimum expectation of employers. Additionally, many job seekers lack basic arithmetic and verbal and writing skills.

Numerous studies cite an emphasis on "soft skills". An increasing number of jobs, especially within major growth sectors, require job seekers to possess the ability to work as part of a team, problem-solving skills, basic communication skills including active listening, observation skills, and a familiarity and comfort with technology tools.

In order to maintain continuous participation in the workforce, job seekers must resolve other problems. Many of these problems are related to alcohol or drug use, lack of childcare or transportation or other personal and family dysfunction.

Existing workers need to access affordable, flexible education and training opportunities that allow them to add to their current skill set to stay competitive in their industry, and to avail themselves of opportunities for advancement and promotion. Many workers have



some of the same deficiencies mentioned above in relation to job seekers.

*B. How will the needs of employers be determined in your area? [State Planning Guidance IV.B.6. and WIA, Section 118 (b)(1)(A)]*

Efforts are continuous to gather and report information on change taking place in the workforce:

- EDD's Labor Market Information Division has actively assisted the PIC to develop a "menu" of labor market products specifically tailored to the needs of the emerging workforce investment system in San Francisco;
- PIC's Job Vacancy Survey asks for information from 10,000 West Bay employers (San Francisco, Marin and San Mateo) about their total workforce and about those occupations in which they have current job openings.
- PIC's annual occupational survey provides information about in-demand jobs in San Francisco. See Attachment 7 for sample pages from "Occupational Outlook San Francisco," a 1999 publication of the PIC, the EDD, and the California Occupational Information Coordinating Committee.

The expandable Job Vacancy Survey (first results due March 2000) and annual Occupational Outlook Report form a customer-centered basis for determining of the needs of employers.

In addition, the employers on the PIC/WIB and the Employer Advisory Committee will be primary sources of direct employer input. The precise structure of this information gathering has yet to be determined...

Help.

*C. What are the current and projected employment opportunities in the local area? [WIA, Section 118(b)(1)(B)]*

For a full description of the San Francisco business environment, please see the ongoing studies of the City's Planning and Economic Development Departments, the forecasts of the Association of Bay Area Governments, and reports of the San Francisco Chamber of Commerce, local banks, and utility companies. The State's Department of Finance and EDD Labor Market Information Division also publish useful data on the city's changing population and role in the California economy.

Highlights of the executive summary of "Economic Expansion in San Francisco Since 1994" (Potepan, San Francisco State University, Urban Studies, May 1998):

- Over 1.2 million jobs have been created in California since 1993;
- Over 260,000 jobs have been created in the S.F. Bay Area since 1993;
- Over 35,000 jobs have been created in the City of San Francisco since 1994;
- The unemployment rate for San Francisco residents in March 1998 was 3.5%, down from 7.0% in 1993;
- Almost 24,000 of the jobs created in San Francisco since 1994 have been in service sector office employment (accounting, advertising, management consulting, engineering, architecture, law, data processing, multimedia, etc.), representing over two-thirds of all jobs created in the city;

- Between 1,000 and 4,000 each of new jobs created in San Francisco since 1994 have been in such industrial sectors as Health, Education, Retail Trade, Construction, Public Utilities, Finance and Insurance, and Hotels;
- Almost 8,000 jobs have been created for Managers and Executives in San Francisco since 1994;
- About 6,000 jobs have been created in Administrative Support positions in San Francisco since 1994;
- About 5,000 jobs have been created for Professionals, and about 3,000 jobs have been created for lawyers in San Francisco since 1994; and
- Over 2,000 jobs have been created in Cleaning and Custodial positions in San Francisco since 1994.

Highlights of the executive summary of "Employment Projections and Job Growth for Low Educated Workers in San Francisco 1998-2003" (Potepan, San Francisco State University, Urban Studies, May 1999):

- About 35,000 new jobs are projected for San Francisco between 1998 and 2003, about a 6.2% gain over the period;
- About 6,500 new jobs are projected for workers with a high school education or less between 1998 and 2003. These represent only 19% of all new jobs projected for San Francisco;
- Business Services will remain the key industrial sector in San Francisco, and over 58% of all new jobs created over this period will be in that sector;
- Because Business Services is such a large and growing sector, about 2,800 jobs for workers with a high school education or less will be created in that sector; representing over 43% of all new jobs created for such workers in San Francisco.
- Construction, and Hotels and Lodging are projected to generate 2,000 jobs for workers with a high school education or less;
- Administrative Support will remain the second largest occupational category in San Francisco, with over 8,000 new jobs created over this period for workers in that occupation;
- Because Administrative Support is such a large and growing occupational category, over 1,900 new jobs will be created for workers with high school education or less in that occupation. This represents almost 25% of all new jobs created for such workers in San Francisco; and
- Construction Trades, and Cleaning and Custodial occupations are projected to generate between 1,000 and 1,300 new jobs for workers with high school education or less during this period.

EDD's Labor Market Information Division describes industry trends as follows:

#### Industry Trends and Outlook, 1995-2002, San Francisco County

From 1995 to 2002, nonagricultural employment in San Francisco will grow by 51,100 jobs, including both full-time and part-time positions. Services will dominate the expansion, with significant gains also projected in retail trade and construction. Other industry divisions will post smaller gains or declines.

Services will add the largest number of jobs — 47,100 — in San Francisco County between 1995 and 2002, with nearly 60 percent of that advance to occur in Business Services. As the table below shows, the Business Services gains will be concentrated in employment agencies. Also high in terms of job growth will be the computer services and commercial art components that are part of the multimedia industry.



San Francisco Business Services  
Projected Additional Jobs 1995-2002

Temporary and other employment agencies .....	11,500
Computer programming and related services .....	6,800
Building maintenance and pest control services .....	2,500
Mailing, reproduction, commercial art and related.....	1,500
Advertising services.....	1,400
Guard, detective and armored car services .....	1,300

Other services industries will also register significant gains during the seven-year projection period. Engineering, architectural, accounting, research and management services will grow by 6,600 jobs, with the management and public relations part leading the way within that grouping. Sizable job gains are projected in the following medical components: dental offices; specialty outpatient clinics; offices of health practitioners such as acupuncturists, occupational and physical therapists and nutritionists; offices of chiropractors; and home health care services. The amusement and movie industry will add 2,500 jobs over the seven-year period. The industry projected to gain the most jobs within the "other services" category will be social services. Its 2,400 additional jobs will include significant increases in individual and family social services and child care services. The completion of various new hotels, as well as the expansion of others, will boost hotel employment by 1,800 over the seven-year period. Meanwhile private education will gain 1,000 jobs.

Retail trade employment will expand by 7,300 between 1995 and 2002. Nearly half of the retail jobs will occur at restaurants and bars, spurred by population growth and increasing tourism. The addition of a major new department store, combined with gains in grocery stores and other types of stores such as those selling souvenirs will also create substantial new retail jobs.

Construction is projected to show an increase of 2,700 jobs between 1995 and 2002. However, construction employment gains are not expected to match the high levels posted in 1997-98 because some major projects such as the airport expansion and Giants' stadium will be completed prior to 2002.

Manufacturing employment, which generally declined during the eighties and first half of the nineties, is projected to increase by 1,100 jobs between 1995 and 2002. Gains centered in apparel production and some of the multimedia components (electronic equipment and printing and publishing) are expected to more than offset a decrease concentrated in food processing.

The transportation and public utilities industry division will edge upward by 200 jobs overall. Job increases in electric, gas, sanitary and broadcasting services, as well as in local transportation, will more than offset decreases in railroads and trucking.

Wholesale trade employment will decrease by 400 jobs between 1995 and 2002 as a sizable nondurable goods wholesaler moved its headquarters out of San Francisco in the early part of the projection period.

Finance, insurance and real estate will lose 1,700 jobs over the seven-year period. The insurance component will experience significant job cutbacks. Within finance, continued job losses at banks and savings and loans are expected to be offset by gains concentrated in security brokers and investment companies.

Government employment will decrease by 5,200 jobs between 1995 and 2002. A loss of 4,900 employees in state government except schools resulted primarily from a change in the ownership of a major public hospital to private ownership. Post office and other federal agencies will register a decrease of 3,900 jobs. On the other hand, significant employment additions will occur in state and local education and in local government except schools.

**SAN FRANCISCO COUNTY**  
**Employment Projections by Industry**  
**1995 - 2002**

INDUSTRY		ANNUAL AVERAGES		ABSOLUTE	PERCENT
		1995(2)	2002	CHANGE	CHANGE
<b>TOTAL NONFARM</b>	10-99(ex 88), 074,075,078	<b>513,300</b>	<b>564,400</b>	<b>51,100</b>	<b>10.00%</b>
<b>GOODS PRODUCING</b>	10-39	<b>47,700</b>	<b>51,500</b>	<b>3,800</b>	<b>8.00%</b>
MINING & CONSTRUCTION	10-17	12,100	14,800	2,700	22.30%
MANUFACTURING	20-39	35,600	36,700	1,100	3.10%
<b>SERVICE PRODUCING</b>	40-99(ex 88), 074,075,078	<b>465,600</b>	<b>512,900</b>	<b>47,300</b>	<b>10.20%</b>
TRANSPORTATION & PUBLIC UTILITIES	40-42,44-49	33,900	34,100	200	0.60%
TRADE	50-59	96,300	103,200	6,900	7.20%
FINANCE, INSURANCE, & REAL ESTATE	60-65,67	65,500	63,800	-1,700	-2.60%
SERVICES	74,075,078	190,400	237,500	47,100	24.70%
<b>GOVERNMENT</b>		<b>79,500</b>	<b>74,300</b>	<b>-5,200</b>	<b>-6.50%</b>

Source: CA Employment Development Department, Labor Market Information Division. 1. Employment and projections contained in these tables are estimates. Employment is reported by place of work and excludes self-employed persons, unpaid family workers, domestics, volunteers and those involved in labor-management trade disputes. These data are based on 1987 Standard Industrial Classifications. Annual average industry detail may not add up to totals due to independent rounding. Government data include all civilian government employees regardless of the activities in which they are engaged. 2. March 1996 benchmark.

**SAN FRANCISCO COUNTY**  
**Employment Projections by Occupation**  
**1995 - 2002**

OCCUPATIONAL TITLE (OES)	ANNUAL AVERAGES		ABSOLUTE	PERCENT	OPENINGS DUE TO SEPARATIONS
	1995	2002	CHANGE	CHANGE	
<b>TOTAL, ALL OCCUPATIONS</b>	<b>513,300</b>	<b>564,400</b>	<b>51,100</b>	<b>10.0%</b>	<b>85,350</b>
MANAGERS AND ADMIN. OCCUPATIONS	42,730	48,380	5,650	13.2%	6,420
PROFESSIONAL, PARAPROF, TECHNICAL	129,970	147,540	17,570	13.5%	18,140
SALES AND RELATED OCCUPATIONS	56,330	63,140	6,810	12.1%	12,910
CLERICAL, ADMINISTRATIVE SUPPORT	122,500	123,520	1,020	0.8%	17,660
SERVICE OCCUPATIONS	82,260	92,930	10,670	13.0%	18,000
AGRICULTURAL, FORESTRY, FISHING	2,460	2,690	230	9.3%	150
PROD, CONST, OPER, MAT HANDLING	76,810	85,770	8,960	11.7%	12,070

Source: CA Employment Development Department, Labor Market Information Division.

Other notes reveal a prosperous City economy:

- According to the California Cybercities report issued by the American Electronics Association, San Francisco's Multimedia Gulch has continued to grow as a center for Internet content and software firms. High-tech employment grew by 37 percent between 1990 and 1996.
- The San Francisco Chamber of Commerce reports engineering, architectural, accounting, research and management services will grow by 6,600 jobs, with the management and public-relations sectors leading the way within this grouping. Sizable job gains are projected in dental offices; specialty outpatient clinics; offices of health practitioners such as acupuncturists, occupational and physical therapists, and nutritionists; chiropractors; and home-health services.
- The movie and amusement industry will add 2,500 jobs between 1995 and 2002. There will be 2,400 additional jobs in social services occupations.
- The completion of several new hotels, as well as hotel expansions, will boost hotel employment by 1,800 jobs during the seven-year span. Retail and trade employment is projected to grow by more than 7,000 new jobs, nearly half in restaurants and bars, spurred by population growth and increasing tourism.
- In 1999, the number of government jobs in the region unexpectedly rose by 12,700, with increases in local education jobs accounting for the vast majority of growth in this sector.
- The City and County of San Francisco reports sustained growth in key industries such as tourism, finance and retailing have brought the unemployment and commercial vacancy rates down to 3.5 and 2.2 percent, respectively. Spurred by a strong economy and burgeoning new industries such as digital media, San Francisco businesses have created nearly 40,000 new jobs in the last two years.
- Nowhere is this robust local economy more evident than in the physical environs of the City itself. Downtown has become a major retailing center, as more big names establish flagship stores here. San Francisco, birthplace of Levi's and The GAP, is now home to such strong retail entities as Banana Republic, Old Navy, Nike, Chanel, Diesel, Ann Taylor, Rockport, Bulgari, Virgin Records and Saks Fifth Avenue Men's Store. A sign of the continued ascension of San Francisco in the eyes of international shoppers is the recent decision by Bloomingdale's to locate on Market Street, across from the Cable Car Turnaround, in an historic building recently vacated by Emporium. While outlying retail centers had flagging sales, the Union Square District posted record numbers last year.
- Complementing this increase in private sector investment is a number of civic projects, approved by the voters and built under the strict management of the City. Many are public/private partnerships, such as the Giants downtown ballpark, the 49ers stadium and retail complex in Bayview, and the expansive Mission Bay development along Third Street, the University of California at San Francisco's biotechnology campus commences a new center for higher education; a \$2.5 billion expansion of the San Francisco International Airport cements the City's place as a major transportation hub; the renewal of Civic Center and Union Square reflect a strong belief in the importance of the urban center in American life. Decommissioned military bases at Hunters Point and Treasure Island are rekindling the visionary spirit that has always characterized San Franciscans, as responsible and

innovative plans are drawn up for civilian reuse of these vast areas.

- The strong attraction of San Francisco as the setting for major conferences continues unabated. To meet this need, the Planning Department has approved several new hotel proposals, and voters have approved an expansion of the Moscone Convention Center, which is already booked nearly every day until 2010.
- The transit infrastructure of The City continues to be improved across the board. Light rail projects have been approved for transit-intensive districts such as the Third Street Corridor in the Bayview District, providing high-speed access between the heart of The City and the southeast side. Meanwhile, along the Embarcadero the "E" line has begun regular service from downtown to CalTrain, forging a direct link between the consumer-saturated Peninsula and all destinations along the Market Street Corridor, including major BART (Bay Area Rapid Transit) stations in the Mission District. To the delight of residents and tourists alike, the historic "F" Market trolley will soon be rolling all the way from the Castro to Fisherman's Wharf.
- The historic Port of San Francisco has seen a dramatic revitalization and plans for an increase of terminal services for cruise ships and ferry boats are proceeding strongly. On the other side of The City, the San Francisco International Airport's expansion and upgrade will make it one of the most high-volume, state-of-the-art transportation facilities in the world. Construction of the new terminals is nearing completion, with a direct BART link to San Francisco as one of the main features.

Attachment 7 provides "top ten" lists of occupations with the Fastest Growth, Greatest Absolute Job Growth, Most Openings, and Projected Declines. It also includes copies of Occupational Outlook Survey results for selected jobs.

*D. What job skills are necessary to obtain such employment opportunities? [WIA, Section 118(b)(1)(C)]*

Help.

Discuss key trends expected to shape the economic environment during the next five years. Include the implications of these trends in terms of overall employment opportunities by occupation; key occupations; the skills needed to attain local occupational opportunities; growth industries and industries expected to decline, customer demographics, and the sources of data used to gather this information. Where appropriate, identify any regional economic development needs and describe how the local area will be involved in them. If applicable, discuss the dynamics of the labor market that are creating changing needs and how the needs will met by the new, local workforce investment system.

The PIC's Occupational Outlook Reports provide a consistent look at direct employer survey results. Based on EDD projections, studies by the San Francisco Chamber of Commerce and the City and County of San Francisco, contributions from educational and community based organizations, and employer participation, occupations are selected and researched each year. Factors weighing heavily into the selection of the occupation include growing and declining industries and current employment trends (such as immense growth of the multimedia and service industries).

Results of the occupational research project include job skills, qualifications, educational levels, wages and benefits, employment trends, supply and demand assessment, and industries employing the occupations surveyed. The results are published in the

"Occupational Outlook Report for San Francisco County" and appear on the Internet at [www.calmis.ca.gov](http://www.calmis.ca.gov). See Attachment 7 for examples of the Outlook's summary reports.

San Francisco's diverse economy provides few opportunities for low-skill workers. Its primary needs are for well-educated, high-skill workers, especially in high-tech fields.

#### IV. LEADERSHIP

*As stated in the Federal Register of April 15, 1999, "The Department [of Labor] believes that changing from the existing JTPA Private Industry Councils to local workforce investment boards is essential to the reforms of WIA [Interim Final Rule §661.305]. The Department [of Labor] strongly encourages all eligible areas to create new, fully functional local boards as early as possible, and is committed to providing assistance to facilitate such changes."*

*In this section describe how authority will be exercised by the local workforce investment board. [WIA, Sections 117(b)(3) and 117(d)(1)]*

- A. *If an interim board was responsible for development of this plan, how will the plan and authority to oversee its implementation under WIA Section 117(d)(4) be transferred to the new local workforce investment board?*

While it has been decided that the membership of the proposed "Alternative Entity" should be expanded after it has been initially certified for the purpose of legitimizing the plan and plan modifications it has been and may be asked to approve, it has not yet been decided if that expansion should be accomplished by:

1. expanding the present membership of the Council in accordance with the minimum federal and state requirements (i.e., by incorporating representatives of just the ten of sixteen specified "Mandatory One Stop Partners" which were not represented on the Private Industry Council of San Francisco on December 31st of 1997), which would increase the size of that body from its present thirty members to 41 members;
2. expanding the present membership of the Council by all of the current "Access Point, Core, and Supporting One Stop Partners" in the "One Stop San Francisco System" which would increase the size of that body from its present thirty members to as many as 127 members;
3. retaining a modified version of the bylaws, conflict of interest code, and corporate structure of the Private Industry Council of San Francisco at whichever of the two expanded membership sizes is ultimately select
4. disbanding the Private Industry Council and its corporate *alter ego* completely, forming a new public body and a new corporate *alter ego*, and to the extent permitted by interested third parties, transferring all assets and liabilities from the Council and its corporate *alter ego* to the new Workforce Investment Board and its corporate *alter ego*, which would function as the administrative entity for the new WIB or for a new partnership between the Mayor and that WIB;
5. disbanding the Private Industry Council and its corporate *alter ego* completely, forming a new public body and a new separate corporation, and, to the extent permitted by interested third parties, transferring all assets and liabilities to that new



body and that new corporation, which would function as the administrative entity for that new WIB; or

6. some other alternative which will be developed after the Governor has designated Local Workforce Investment Areas and certified Newly-Formed Local Workforce Investment Boards or Alternative Entities for them.

- B. What circumstances constitute a conflict of interest for a local board member, including voting on any matter regarding provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member? [WIA, Section 117(g)(1)(2)]*

The approved Conflict of Interest Code of the Private Industry Council of San Francisco complies with and (because it applies to all represented “business entities” on that body regardless of whether they are public or private, profit-making or non-profit) exceeds all requirements of section 87300 of California’s Government Code and section 1091.2 of that same code. Compliance with that code is monitored and enforced by the San Francisco Ethics Commission.

Therefore any circumstance specified in section 87300 of the California’s Government Code would constitute a conflict of interest regardless of the specific “business entity” represented on the Council. If an entirely new San Francisco Workforce Investment Board is formed, the Conflict of Interest Code for that body would have to be developed by and approved by the San Francisco Board of Supervisors and the Mayor, on behalf of the State’s Fair Political Practices Commission and compliance would be monitored and enforced by the San Francisco Ethics Commission.

Because the exemption for “private industry councils in section 1091.2 of California’s Government Code does not appear to extend to “local workforce investment boards”, it is clear that, if one of the first three options specified in paragraph IV.A. of the Plan is adopted, the Council should be able to comply with the requirements of section 121 (c) of the Act immediately but, if one of the last three options specified in the same paragraph is adopted instead and the State law is not promptly amended, it is not yet clear how or when the latter could comply with section 121 (c) of the Act because it would be subject to the blanket contracting prohibition provided in section 1090 of California’s Government Code.

- C. How will the local board provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system? [WIA Section 117(d)(4)]*

It is not yet clear what kind of a “Master Partnership Agreement”, if any, the Mayor and the Council (if it is certified to be the “Alternative Entity for San Francisco’s Workforce Investment Board”) or a “Newly-Formed San Francisco Workforce Investment Board” (once it has been certified) would want to form with respect to “local program oversight” and any other issues they elect to incorporate into such an agreement.

The partnership will develop marketing/public relations campaigns that will highlight workforce issues in the community and act as a catalyst for bringing together business and community resources to address these issues. They will also assume a leadership position to realign current education and training resources to more strategically address workforce needs.

The design of systemic reporting systems has yet to be developed.

- D. How will the local board assure the local system contributes to the achievement of the State's strategic goals? [WIA, Section 118(a)]*

Since the State's proposed Five-Year Strategic Workforce Investment Plan has not yet been published, reviewed or approved by the State Workforce Investment Board, approved by the Governor, or approved by the U.S. Secretary of Labor, it is not yet possible to determine which of the possible strategic goals specified in the proposed plan will need to be achieved.

- E. How will the local board meet the WIA requirement that neither the local board nor its staff provide training services without a written waiver from the Governor? [WIA, Section 117 (f)(1)(A) and (B)]*

The "Alternative Entity" or the "San Francisco Workforce Investment Board" will not authorize its staff to provide any "training services" without a written waiver from the Governor.

- F. How will the local board ensure that the public (including persons with disabilities) have access to board meetings and activities including local board membership, notification of meetings, and meeting minutes? [WIA Section 117(e)]*

The Private Industry Council of San Francisco is subject to San Francisco's "Sunshine Ordinance", a copy of which is enclosed with this plan. It specifies "how the public (including persons with disabilities) shall have access to ... meetings (of the Council and of its committees) and activities including local (Council) membership, notification of meetings, and meeting minutes.

As with other civic bodies of the city, the WIB will provide wide dissemination of its agendas, each of which contains instructions for access of a personalized help system to ensure accommodations for the disabled and for the language-impaired.

## V. LOCAL ONE-STOP SERVICE DELIVERY SYSTEM

*The cornerstone of the new workforce investment system is One-Stop service delivery, which makes available numerous training, education, and employment programs through a single customer-focused, user-friendly service delivery system at the local level. The One-Stop system must include at least one comprehensive physical center in each local area that must provide core services and access to programs and services of the One-Stop partners. The system may also include a network of affiliated One-Stop sites and specialized centers that address specific needs.*

*In this section describe how services will be coordinated through the One-Stop service delivery system.*

- A. Describe the One-Stop delivery system in your local area. [WIA, Section 118(b)(2)]. Include a list of the comprehensive One-Stop centers and the other service points in your area.*

San Francisco will build on and integrate existing services to establish a coordinated One Stop System. The One Stop System in San Francisco includes our neighborhood based Career Centers, a rich network of community based organizations (CBOs), the Community College, the home offices of a number of key public agencies, a number of key business initiatives and organizations, and an Internet based One Stop information



system.

There are currently two One Stop Career Centers in operation. Our flagship Career Center, called Career Link, opened in November 1997, at 3120 Mission Street, in the Mission neighborhood. A second Career Center was opened in 1998, at 1800 Oakdale Avenue, in the Bayview Hunters Point neighborhood. Two additional sites are planned, one in the Western Addition and another in the Oceanview, Merced, Ingleside district. Having four One Stop Career Centers strategically located throughout the City will facilitate our goal of universal access to the system.

Each Career Center will have the full compliment of Core services, and most, if not all, Intensive Services. Each site will have the flexibility to configure and deliver services in a manner that best suits the local population. Specifically, services may be tailored to meet the unique language needs or culture of users of each site. The Career Centers serve as central repositories for employment information including directories of available jobs, information on skills needed for specific jobs and skill sets useful in multiple careers, and labor market analysis and projections. The Centers provide job placement as a service both to business and job seekers, and will be promoted as "business assistance centers."

All mandatory partners will contribute to service delivery at the Career Centers. We will also identify opportunities to engage additional, non-mandatory partners to provide services on-site at the Career Centers. For example, we will work with appropriate community based organizations to outstation their staff at the Career Centers. This will facilitate outreach to the local community and enable us to import specialized knowledge and long standing professional relationships that enhance our ability to serve Career Center clients.

The role of CBOs in the emerging One Stop System is changing. We are working to strengthen the capacity of key CBOs to provide a high standard of direct services to clients. For example, we envision more partnerships between CBOs and the Community College, in which the basic skills, job readiness and job placement services of CBOs are provided as wrap around support to individuals before, during and after they participate in education or training at the Community College. We will also explore that option of certifying specific CBOs as Career Centers, with the full menu of Core Services and the ability to authorize Intensive or Training services funded under WIA.

Community based organizations are often the most appropriate venue to serve individuals with multiple barriers to employment. In addition to using Individual Training Accounts (ITAs), San Francisco will use competitively procured contracts with agencies uniquely qualified to serve individuals with multiple barriers to employment.

Easy access to current information about services, education, training, the labor market and specific job opportunities is a critical component of the One Stop System. San Francisco's One Stop Information System is nearing completion and will be universally accessible through the Internet. The Career Centers and over 20 community partner locations, called "Access Points," have computer terminals and service support to assist clients to utilize this information system.

Developed with funding from a state One Stop Implementation Grant and a One Stop Technical Assistance grant, San Francisco's One Stop information system will include a central database of clients that will be used to match clients' educational and training needs and experience with available opportunities, programs and employment. Further, this database will be used to identify skilled workers and monitor effectiveness of the

system. The One Stop Information System will ensure that services can be identified and accessed from multiple entry points within the system.

San Francisco is fortunate to have the active involvement of business and organized labor within its One Stop System. Business and labor will continue to act as partners in training and hiring initiatives such as San Francisco Works, Job Network, business round tables linked to specific Community College programs, the School to Careers Partnership, and the many smaller scale initiatives present in our system. Business and organized labor also provide critical insight into the most current job skills that workers will need and functions as links to job placement.

San Francisco has a First Source Hire program that requires certain businesses that contract with the City, or build or expand their facilities, to consider hiring economically disadvantaged individuals for new jobs before other applicants. The First Source Hire program will be integrated into the One Stop System as a source of job information and for our business partners, a mechanism to recruit job applicants.

As the One Stop System evolves, we will ensure that workforce planning and funding decisions not formally under the direction of the WIB are also coordinated with the system. For example, expenditures of Welfare to Work monies, the Community Development Block Grant, and Redevelopment Agency resources will also support a coordinated One Stop system.

Please see Attachment 4 for a summary of the Centers and Access Points of One-Stop San Francisco.

- B. Describe the process used for selecting the One-Stop operator(s) [WIA, Section 121(d)(2)(A)] including the appeals process available to entities that were not selected as the One-Stop operators. [Interim Final Rule § 667.600 (b)(1)]*

San Francisco's One Stop development to date has been the product of voluntary cooperation. Created and sustained as a collaboration, there has been no single managing operator, no agreements, no MOUs.

Before One Stop operator(s) can be determined, the master partners must make the governance decisions outlined above in Section IV item A.

Help.

- C. How will services provided by each of the One-Stop partners be coordinated and made available in the local One-Stop system? [WIA, Section 121(c)(2)]*

San Francisco's One Stop System will coordinate services through co-location of staff, integration of funding streams, staff job duties and services in the Career Centers, and broad use of the Internet-based One Stop information system. The One Stop Partners are currently undertaking an inventory of services provided by partner agencies at our Career Centers to identify Core and Intensive Services available, gaps in these services, and opportunities for greater integration. We will undertake this process at each site, with a commitment from the Partners to identify funds from WIA, Wagner-Peyser and other sources, to fill identified needs.

We will identify opportunities to use existing employment service funding within the system to advance the goal of universal access. Wagner-Peyser and WIA funds (except dislocated workers) do not limit eligibility for service to specific groups. We will

therefore, within the limits of funds available, strive to maximize the objective of universal access with these dollars.

Coordination of the services provided by the One-Stop partners will be accomplished initially through the development of the Memorandums of Understanding (MOU) at both the system level and by the individual One-Stop Centers. Ongoing coordination will be the responsibility of the WIB.

The continuing development of an electronic infrastructure, co-location of staff from partner agencies, shared performance credit, joint marketing and informational materials, and clear policies regarding shared use of equipment will foster greater integration of services. In addition, coordination of services will be enhanced through the development of a city-wide approach to training and technical assistance.

*D. What is your plan for delivery of core and intensive services? [WIA Section 117(f)(2)]*

The full complement of mandated Core services will be available at each One Stop Career Center. Our Career Link site currently offers various eligibility determinations, outreach, intake, orientation, initial assessment, job search and placement, career counseling, labor market information, job listings, information on supportive services and unemployment insurance filing, and follow-up counseling. At our Bayview Career Center we are at an earlier phase of incorporating all of the core services. While many of these core services are currently linked to specific partner funding streams, our goal within five years will be to fully integrate these services for universal access. Establishing a common intake and assessment will be a first step in this process. Each of the two additional, planned Career Center sites will have a similar Core services menu, with some specialization to be established among the sites.

Specific intensive services, such as specialized assessment, development of employment plans and group and individual counseling, will be available through each One Stop Career Center. San Francisco will also secure Intensive and Training services using ITA's and competitively procured contracts with agencies uniquely qualified to serve individuals with multiple barriers to employment (for example, case management for welfare recipients or short term job readiness for the long-term unemployed).

Individuals who, at the point of initial assessment, present multiple barriers to employment or are identified as strong candidates for Training Services will be moved directly into specialized assessment and linked with appropriate training services. It is our intention to have the transition from Core, to Intensive, to Training Services be immediate from the perspective of the client. (We do not want to have the client experience a failure-based system.)

Memorandums of Understanding will prescribe the amount of resources that will be provided by each partner agency of the One-Stop. Agency contributions will vary according to function and size of program, prorated according to a formula based on staff size and funding levels.

For all programs, to achieve more effective coordination, the WIB will be active in responding to solicitations from the State and federal governments and in seeking partnerships with private grant-makers (corporations, foundations, etc.). We will initially focus our efforts on special youth programs and projects, consistent with the goals and objectives established in this plan.

*E. How will these coordinated and leveraged resources lead to a more effective local system*

*that expands the involvement of business, employers, and individuals? [State Planning Guidance IV.B.3. and WIA, Section 112(b)(10) and Section 121(c)(2)(A)(ii)]*

Services funded through WIA Title I funds are not sufficient to offer a broad range of services to either job seekers or employers. Additional funding from partner agencies and from outside federal, State, local and private sources will greatly expand the level of participation and range of options open to these customer groups. The redirection of other community resources into a more strategic focus will also create the effect of an actual workforce development system that is visible and acknowledged in the community as something of value to a broad customer base.

- F. Describe how the local system will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrant and seasonal farmworkers, public assistance recipients, women, minorities; individuals training for non-traditional employment, veterans, individuals with multiple barriers to employment, older individuals, people with limited English speaking ability, and people with disabilities. [State Planning Guidance IV.B.4. and WIA, Section 112(b)(17) and Section 118(b)(4)]*

San Francisco will ensure universal access to the One Stop System, with a special commitment to serving individuals with multiple barriers to employment. Included in this group are homeless individuals, dislocated workers; displaced homemakers; low-income individuals such as migrant and seasonal farm workers; public assistance recipients; women; minorities; individuals training for non-traditional employment; veterans; older individuals; people with limited English speaking ability; and people with disabilities.

Information regarding One-Stop services will be sent to the appropriate agencies and organizations that serve these populations. When warranted by sufficient service levels, representatives of the organizations who serve these special populations will be located directly in a One-Stop Center under a negotiated arrangement. Special community events may be held, such as Job Fairs or Job Search clinics, that focus on one or more of these subgroups.

In cases of disasters, mass layoffs, significant downsizing, business closures or other events that precipitate substantial increases in the number of unemployed individuals, we will provide rapid response activities onsite, if appropriate, to the affected workers.

Those with limited English speaking ability will be referred to appropriate ESL community resources.

But generally, the One-Stop Centers will meet the needs of the special populations described above through the delivery of core, intensive and training services described below.

**Core Services:** As part of our core services, the One-Stop Centers will provide outreach, intake and orientation to the information and other services available through the One-Stop. Other services include initial assessment of skill levels, aptitudes, abilities and supportive service needs, job search and placement assistance and where appropriate, career counseling and the provision of employment statistics information. Job vacancy listings will include information on job skills necessary to obtain such jobs, information relating to local occupations in demand, and the earnings and skill requirements for such occupations.

Additional core services include performance information and program costs on eligible

providers of training services, youth activities, adult education, post-secondary vocational education, activities available to school dropouts, and vocational rehabilitation programs.

Staff will also provide information on local performance of the One Stop delivery system. We will make available accurate information relating to the availability of supportive services, including childcare and transportation, and make referrals to such services when appropriate.

One-Stop staff will instruct individuals on filing claims for unemployment compensation, provide assistance in establishing eligibility for welfare-to-work activities and other programs of financial aid for training and education programs that are not funded under WIA. Last, we will deliver follow-up services, including counseling to increase job retention, for participants in workforce investment activities who are placed in unsubsidized employment.

**Intensive Services:** The One-Stop Centers will deliver more intensive services to individuals who receive core services but who are still unable to find employment, provided they are determined to be in need of such services. Staff will also provide intensive services to those who need such services in order to obtain or retain employment that allows for self-sufficiency.

Intensive services will include the comprehensive and specialized assessment of the skill levels and service needs of the individual, including diagnostic testing and assessment. It may involve in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals, and the development of an individual employment plan to identify appropriate employment goals, achievement objectives and mix of services.

Intensive services also may entail group counseling, individual counseling, career planning and case management for participants seeking training services. Short-term prevocational services will teach skills relating to communication, interviewing, punctuality, personal maintenance and professional conduct to prepare individuals to get and keep a job.

**Training Services:** The provision of training is subject to an interview, evaluation or assessment and case management that determines if they are in need of training and have the skills and qualifications to successfully participate in the training program they select. The training must be directly linked to the employment opportunities in the city.

Training may include occupation skills training, training for nontraditional employment, on-the-job training, and programs that combine workplace training with related instruction. It also may include training operated by the private sector, skill upgrading and retraining, entrepreneurial training, adult education and literacy or customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Individuals needing specific occupational training must select from the list of eligible providers of training services, except where on-the-job training or customized training is available and appropriate.

San Francisco may purchase Core, Intensive and Training services as needed, using ITAs and competitively procured contracts with agencies uniquely qualified to serve individuals with multiple barriers to employment.

*G. When allocated adult funds are limited, what criteria will you use in determining priority*



*of service to ensure recipients of public assistance and other low-income individuals for intensive and training services? [WIA, Sections 134(d)(4)(E), 118(b)(4), State Planning Guidelines IV B.5]*

WIA identifies “special populations that face multiple barriers to employment” as low-income individuals who have substantial language or cultural barriers, are offenders, are homeless or have other barriers to be identified by the Governor. San Francisco will augment this target group to include individuals with long-term welfare dependency, those with low basic reading and math skills, mental or physical disability, learning disability, alcohol or substance abuse, criminal record, long-term unemployment, computer illiteracy, single parent home or unstable family environment, dislocated workers, and elderly workers.

The WIB will set priorities for funding services to these populations on an annual basis, and will review usage and outcome data on a frequent basis to ensure that services are being effectively delivered.

- H. How will the local system ensure non-discrimination and equal opportunity, as well as compliance with the Americans with Disabilities Act? [WIA Section 188(a)(2), State Planning Guidance IV B.4.]*

The WIB will generally adopt policies covering the programs and activities under its purview that are similar or identical to those used by the City and County. In matters of procurement, non-discrimination, equal opportunity, and sunshine requirements, municipal government leadership will normally be followed.

See Section VIII Assurances, item N below (compliance with section 504 of the Rehabilitation Act and the American's with Disabilities Act).

- I. How will systems to determine general job requirements and job lists, including Wagner-Peyser Act provisions be delivered to employers through the One-Stop system in your area? [State Planning Guidance IV B.6. and WIA, Section 121(b)(1)(B)(ii)]*

Worker Profiling and Reemployment Service claimants will be mainstreamed into the normal orientation sessions provided by the One Stop to provide faster processing of these claimants. The specialized information they require is now a part of that orientation, including a description and a list of benefits available from the WorkNet System.

- J. What reemployment services will you provide to Worker Profiling and Reemployment Service claimants in accordance with Section 3(c)(e) of the Wagner-Peyser Act? [State Planning Guidance I B.7. and WIA, Section 121(b)(1)(B)(ii)]*

We will make all basic core services available to Worker Profiling and Reemployment Service claimants through the One-Stop system. If necessary, a contract for additional services will be provided to the appropriate agency.

- K. How will you ensure that veterans receive priority in the local One-Stop system for Wagner-Peyser funded labor exchange services? [State Planning Guidance IV B.9. and WIA, Section 121(b)(1)(B)(ii)]*

EDD's CalJOBS system includes a Veteran's Hold to ensure that veterans will receive priority for Wagner-Peyser funded labor exchange services.

- L. What role will Local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER/DVOPS) have in the local One-Stop system? How will you ensure adherence to the legislative requirements for veterans' staff? [State Planning Guidance IV.B.10., 322, 38 USC Chapter 41 and 20 CFR Part 1001-120]*

Local Veterans Employment Representatives/Disabled Veterans Outreach Program Services (LVER/DVOPS) will be co-located in (at least) the One-Stop Career Link Center. Staff at the information desk will be directed and trained to refer the appropriate individuals to these representatives. Signs will be posted to direct veterans to these representatives. If clients are in need of additional services, LVER/DVOPS staff will be cross-trained and familiarized with other services throughout the One-Stop Center to which their clients can be directed.

- M. How will you provide Wagner-Peyser Act-funded services to the agricultural community—specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to employers? How will you provide appropriate services to this population in the One-Stop system? [State Planning Guidance IV B.11.]*

There is little or no agricultural employment in San Francisco.

- N. How will the local board coordinate workforce investment activities carried out in the local area with the statewide rapid response activities? [(WIA, Section 118(b)(5))]*

Business-issued layoff notifications (WARN notices) will be received simultaneously by the Mayor, the EDD Field Office, and the WIB. Depending on the timeliness and/or the numbers of employees affected, the EDD through the One Stop will generally coordinate rapid response activities with the State.

- O. How do your rapid response activities involve the local board and the Chief Elected Official? [WIA, Section 118(b)(5), State Planning Guidance IV B.13.b.]*

The Mayor and the PIC/WIB are direct recipients of corporate layoff notifications (WARN notices). It is within the purview of their partnership to establish policies related to dislocated workers, develop and approve rapid response services, and evaluate and provide oversight of the programs.

Regardless of the Mayor's direct involvement, or that of his department heads, the WIB through the One Stop will assure that:

- An eligibility determination and verification system for rapid response services is maintained;
- The plan will achieve or exceed its predetermined performance goals as set forth by the Department of Labor;
- There are written procedures for delivering the required services to eligible dislocated workers;
- There is a system for coordination with neighboring jurisdictions in cases of plant closings or mass layoffs;
- There is a policy for coordination with other appropriate program services and systems, particularly where the services of other systems can be provided at no cost to the worker readjustment program;
- Labor organizations are involved in the development and implementation of dislocated worker programs and services; and
- Affected labor organizations are consulted in the case of any assistance program



which will provide services to a substantial number of their members.

The Mayor and the PIC/WIB will also determine job opportunities for which dislocated workers could be retrained, and ensure that the training that exists or could be provided is relevant to these job openings. This determination may involve use of the California Cooperative Occupational Information System (CCOIS) and consultation with representatives of the Employment Training Panel and the Trade and Commerce Agency.

- P. What rapid response assistance will be available to dislocated workers and employers and who will provide them? [WIA, Section 118(b)(4)(5), State Planning Guidance IV B.13.c.]*

A One Stop team will take the lead in arranging planning meetings, in assessing the needs of workers, and in planning for the appropriate level of services. The team will include, at minimum, representatives of the WIB and EDD Job Service. Depending on the skills of the employees affected, other partners of the One Stop, Access Points, training and education providers, or CBO community will assist. When companies have multiple locations downsized, the rapid response services will be coordinated with neighboring workforce investment areas for a regional response.

Rapid Response services will begin with an initial series of meetings to create a plan of action with the downsizing company. Organized labor, if active in the company, will be invited to participate in the meetings. Following the creation of an action plan, affected workers and employers will receive specialized orientations in a group setting to assist them in accessing services available through the One-Stop system. The orientation for workers will include how to file Unemployment Compensation claims and any additional services needed to transition to new employment.

Job Search assistance workshops will be provided. Placement services will be conducted in cooperation with the employer. The One-Stop will make employers aware of any additional assistance available to their employees. If specialized services are needed, the One Stop will solicit the assistance of specialists (stress management, money management, etc.). If the business is no longer in operation, we will conduct target marketing to reach those workers still seeking employment.

In addition to One-Stop orientations and job search assistance workshops, written information regarding unemployment insurance will be provided. Participants may enroll in the Internet-based labor exchange program, CalJOBS, prior to lay-off or as soon as possible after lay-off. Information regarding other programs offered within the One-Stop system will also be provided.

- Q. Describe and assess the adult and dislocated worker employment and training services that will be available in your local area. [WIA, Section 118 (b)(4)(5)]*

The WIB will identify the skill needs of business and industry through appropriate labor market analysis and through direct contact with employers where labor market shortages appear most severe. We will also acquire appropriate assessment and career information tools, and compile a list of training providers to better meet the needs of the customer. Additionally, customer satisfaction surveys will be conducted on a periodic basis that will provide feedback to allow for continuous improvement of products and services. These will include both job seekers and employers. Customized training will be expanded to better meet employer needs in the community.

Performance standards will be used to measure the effectiveness of the system including measurement of the satisfaction of both employers and job seekers. Placement, retention, and earnings gain will be measured with an emphasis on long term results. The performance data will be published and will be used to establish funding levels. A system will be developed to foster continuous improvements.

We will build a system that responds promptly to employers' hiring needs. We will expand the range of post employment services to both new hire and employer to increase job retention.

When needed, we will provide diversity training to supervisors and managers to enable them to work effectively with new hires during their initial period of employment. Specific assistance will include a possible subsidy of up to 50% of wages for specialized training, information about and certification for tax credits, recruitment and screening of new hires, and customized and specialized training based on employer needs.

In addition to the adult and dislocated worker activities and services identified above and in previous sections of the plan, we will use the services and resources from other public and private sources to maximize the services to our clients. These include the City College of San Francisco and the San Francisco Unified School District's Adult and Vocational Education programs.

We also refer individuals to community-based organizations that provide needed social services, including housing, health, mental health, domestic violence services, substance abuse treatment, and childcare and related children's services.

To assess adult and dislocated worker services, we will conduct a situational audit of the workforce development system. We will compile a comprehensive listing of available funding, review customer and partner expectations and analyze potential contributions and support of each partner. We will review legislative requirements and any pending changes in federal or State requirements, analyze our local employment base looking for sectors with high-growth, high-wage jobs, and examine the demographics and education levels of the local community.

A specialized One Stop team will coordinate enrollment of applicants in the CalJOBS Internet-based system, arrange as needed and/or required for objective assessment, community referrals, classroom occupational skills training, on the job training and specific supportive services. We expect Individual Training Accounts (ITAs) to be the primary vehicle for assisting dislocated workers.

#### R. MEMORANDUM OF UNDERSTANDING:

*WIA requires that a Memorandum of Understanding (MOU) between the local board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. As referenced earlier, a copy of each MOU must be included with the plan. [WIA Section 118(b)(2)(B)] The MOU may be developed as a single umbrella document, or as singular agreements between the partners and the board. The MOUs should present in concrete terms, member contributions and the mutual methodologies used in overseeing the operations of the One-Stop career center system.*

##### 1. The MOU must describe: [WIA, Section 121(c)(1)(2)(A)(B)]

- a. What services will be provided through the One-Stop system.
- b. How the costs of services and operating costs will be funded, including cost-

- sharing strategies or methodologies.*
- c. *What methods will be used for referral of individuals between the One-Stop operator and partners.*
  - d. *How long the MOU will be in effect.*
  - e. *What procedures have been developed for amending the MOU.*
  - f. *Other provisions consistent or as deemed necessary by the local board.*
2. *Identify those entities with whom you are in the process of executing an MOU. Describe the status of these negotiations. [Interim Final Rule §662.310(b)]*

No MOUs accompany this plan. All One Stop system development to date has been accomplished by voluntary partnering efforts, and the precise structure of the One-Stop's governance has not yet been determined. All essential MOUs will be developed by July 1, 2000.

3. *What process will the local board use to document negotiations with One-Stop partners who fail to participate or sign an MOU? How will you inform the state board when negotiations have failed? [Interim Final Rule §662.310(b)]*

See item 2 above.

Help.

## VI. YOUTH ACTIVITIES

*As a way to connect youth to workforce investment resources, WIA requires youth programs to be connected to the One-Stop system. WIA requires improved youth opportunities and Youth Councils to be part of local workforce investment systems. Youth councils have authority to develop the youth-related portions of the local plans, to recommend youth service providers to the local boards, to coordinate youth services, and to conduct oversight of local youth programs and eligible providers of youth programs.*

*In this section describe the strategies and tactics to develop a comprehensive service delivery system for eligible youth, and discuss how that system will be coordinated through the One-Stop system.*

- A. *Describe your local area's efforts to construct a youth council , and what the role(s) of the Youth Council will be. [WIA, Section 117 (h)(1)(2)(3)(4)]*

On January 7, the PIC Chairman appointed a Transitional Youth Council that includes representatives of the various sectors mandated for participation on the Youth Council under WIA. This entity will develop the youth RFP policies and the initial planning for youth programs, including the Summer Program. With the establishment of the WIB, we anticipate a full-functioning Youth Council in mid-2000.

Through membership on the Youth Council, we will bring together a diverse and rich body of institutions, programs, community organizations, partnerships, consortia, foundations, educational institutions, and employers to initiate an historic step in a collaborative process that has been building momentum for a number of years. We shall analyze existing services to youth, identifying and filling in gaps that may exist and connecting services so that once assessed, a youth will have a development plan which will be covered by an interconnected continuum of services and opportunities flexible enough to really help an individual with individual barriers. We realize that common

threads run through barriers that most youth face in becoming productive and self confident. Our system will ensure its ability to help youth through those obstacles, but it will also be flexible enough to help all youth: Youth who may need only a small amount of energy or insight to overcome the inertia of poverty or insecurity; as well as those young people who have disengaged almost completely and not only are out of school but out of touch with traditional social services and out of touch with productive elements of the economy. This demands a system that is both broad and deep; a system that includes focused outreach; a system that is interconnected and not disjointed; a system that effectively and flexibly utilizes the resources available. Our vision is such a system.

The Youth Council will be responsible for developing the portions of the local plan relating to eligible youth. It will establish the requirements and criteria for issuance of a Request for Proposals for youth activities and oversee the competitive process used to award grants and contracts to youth serving agencies, subject to the approval of the full WIB. It will recommend eligible providers of youth activities, conduct oversight of the agencies that receive grants or contracts, and coordinate with other youth activities in the area. The WIB chairperson will assign additional duties as the need arises.

Additionally, the Youth Council will assume a leadership position and act as a catalyst and advocate for youth in our community. It will host public events that demonstrate the community's commitment to expand job and career opportunities for youth.

The Youth Council of the WIB will serve as the vehicle that:

- Is responsible for the coordination, development of standards, oversight, monitoring and accountability of youth programs/activities;
- Develops a mechanism/forum for communicating youth and employer needs and concerns;
- Sets the tone for a more integrated and comprehensive systematic approach to service delivery;
- Develops incentives for organizations to "work and think" differently and incentives for encouraging the participation of youth with multiple barriers; and
- Develops stronger partnerships with the private sector concerning workbased learning opportunities/incentives and sustainability.

*B. How will youth services be connected with your One-Stop delivery system? [Interim Final Rule § 664.700]*

A "Virtual One Stop" internet based information system is nearing completion of which youth services are an integral component. We see the One-Stop approach as a *system*, rather than a physical Center. Employment and community services must remain community-based and flexible so that they are accessible to youth. Turf, transportation and other issues would be major deterrents if services and information were only available at a select number of locations. Neighborhood based services should remain and be coordinated with the myriad of services needed to move young people into self-sufficiency.

As the One-Stop system evolves, coordination of services for youth will be enhanced through strategies such as:

- An electronic data base and universal data collection system and application that can be shared with varying levels of access that builds on a "continuum of care system" for youth as they enter and exit the various program activities and elements;
- Streamlining a mechanism for broad based recruiting and referral of youth to

- appropriate services/activities;
- Increasing publicity and visibility of programs;
- Coordinating with other agencies for support services (child care for young parents during work hours, disability support and training services for youth with special needs);
- Creating a Service Directory that is both printed and web-based;
- Ensuring youth services are incorporated within its design;
- Making available timely information regarding providers and services/activities available;
- Certifying of providers; and
- Providing specialized community training (CBOs training one another).

Beyond funding programs and activities, the WIB hopes to instill a youth focus in all of our current services. Over the next two years, we will assess the wisdom of bringing all youth serving agencies into the One-Stop system. Although operated at different locations, youth services are considered a part of the One-Stop delivery system and are integral to it.

We envision a variety of relationships between the One-Stop Centers and the youth-serving agencies, ranging from referral and co-enrollment to shared facilities and staff. All One-Stop Centers will provide services to eligible youth, and 18-21 year olds may be co-enrolled if appropriate. At minimum, youth programs, One-Stop Centers, and Access Points will share information regarding employment opportunities and clients via CalJOBS.

An area of increasing concern to the Youth Council is the number of youth who drop out. More appropriately stated, we are increasingly concerned about the inability of our current systems to reach, connect with, and engage a growing number of our urban youth. The Youth Council will pay special attention to this group, taking advantage of initiatives begun by the (write out) UROG and YOG grants, CBOs, School District efforts, and City College efforts.

- C. *Describe how coordination with Job Corps, Youth Opportunity Grants, and other youth programs in your local area will occur, e.g. School-to-Career. [WIA Section 112(b)(18)(C) and 117(h)(2)(vi), State Planning Guidance, IV B. 14.]*

Coordination with Job Corps and other youth programs will occur through the Youth Council. At a minimum, membership on the Youth Council will include a representative from the Job Corps, the Probation Department, Foster Care, CalLearn, the Youth Commission, the Unified School District, the City College, Adult Ed, United Way, and the Housing Authority.

Coordination with the Youth Opportunity Grant (if received via the city's Sep. 30, 1999 application) will occur through the Youth Council's oversight of WIA youth programs. The Youth Council will also participate in the evaluation of the program.

The Transitional Youth Council identified a number of large employment and training efforts that exist in San Francisco and acknowledged that there have already been initial steps taken toward coordinating these efforts in a more systemic way. However, better assessment and tracking of youths' needs and services are needed to reach young people with special needs and who face multiple barriers to employment. The creation of a more integrated system will enable us to effectively develop plans and clear paths for young people that are comprehensive and appropriate for their needs. The following have participated in the development of this plan:



Job Corps (new for San Francisco), Jobs For Youth (an employer driven intermediary), School to Career Partnership (collaboration of SFUSD, private sector, CCSF and the Mayor's Office, PIC sponsored youth initiatives, Conservation Corps, Youth Build, Sector Internship Opportunities, San Francisco Youth Works, Workreation, Mayor's Youth Employment and Education Program, and (prospective) Youth Opportunity Grant.

*D. Describe and assess the type and availability of youth activities in the local area. Include an identification of successful providers of such activities. [WIA, sections 118(b)(6)]*

There are currently a large number and variety of agencies providing youth activities in our city, including juvenile diversion, alternative education, GED instruction, health and mental health services, job readiness, career counseling, job placement, substance abuse, and youth development. Although numerous services exist, they are not always available in sufficient quantity, coordinated, or accessible to those youth who are most in need.

A comprehensive listing of youth serving agencies (successful service providers) has not been put together for the purposes of this plan. Persons interested in reviewing lists under development should seek them on the Internet, in particular the San Francisco One Stop, the Public Library's Community Database, and the Bay Area Partnership's Neighborhood Directory.

Services will be easily accessible to both youth and employers. There will be publicized points of entry into the system for both employers and young people with a universal application form and simple eligibility process. An attempt will be made to bring the services to the youth or in locations readily accessible by public transportation. Services will be offered during times that meet the needs of both in and out-of-school youth and will be sensitive to cultural and language diversity.

The system will be based on the needs of young people and developed on the premise that young people can make informed choices when given the proper information and appropriate guidance. Young people and their parents/guardians will be active partners in the design of the system and take leadership roles in its implementation. Essential to meeting the needs of youth is the involvement of a consistent caring adult with whom the young person can confide and from whom they can receive guidance.

The system will be comprehensive with sufficient resources to allow for success for all youth. Recognizing the limitations of WIA resources, all partners must come together with their expertise and resources for young people to develop a systemic approach that maximizes the available resources and provides a comprehensive array of services that responds to the unique needs of the youth. Communication linkages, information sharing, referral procedures, and issues of confidentiality must be addressed.

The system will have well defined goals and processes that are easily understandable, measurable, and accountable. Measurements will emphasize participant success and collaboration over competition. The system will be flexible enough to accommodate change.

We plan to conduct a survey to get information from youth and service providers to ascertain whether the youth are satisfied with the services given and received. This will give us a baseline from which to work on any new plans or programs and also to establish accountability goals.



A system will also be developed to collect and review performance data and feedback from young people, their parents/guardians, and business, to continuously improve both the system and the individual agencies. Qualitative monitoring, on-going capacity building and in-service training will be provided. Promising practices and lessons learned will be shared across the system. As a part of our continuous improvement plan we will adopt specific goals for the annual number of youth to be served.

An inventory of current youth programs is needed to ascertain what, how, and to whom services are delivered. Ideally, a Universal Auditing system put into place whereby all funding streams, program monitors, etc. can have access to information to determine how service providers are functioning under State, Federal, and local guidelines relating to WIA.

- E. *What is your local area's strategy for providing comprehensive services to eligible youth, including any coordination with foster care, education, welfare, and other relevant resources? Include any local requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. [WIA Section 112(b)(18)(A), Interim Final Rule §664.400, State Planning Guidance, IV B. 14]*

A major focus of the Youth Council will be the development of a comprehensive, coordinated system for providing services to youth, particularly those with special needs.

Initial efforts will focus on developing a more integrated system with the Probation Department, Welfare Department, and Foster Care System. Youth Council representatives from foster care, education, and probation will assist in this process.

The procurement process will be designed to ensure comprehensive services for eligible youth through the selection of service providers that respond to identified youth needs. All service providers must describe how coordination with foster care, welfare, and probation and other appropriate agencies will occur.

Consideration will be given during the RFP process to entities that assist youth who have multiple/special barriers including youth who are transitioning from foster care or probation camps, are pregnant or parents, or have disabilities. It is required that all facilities meet the requirements of the American with Disabilities Act (ADA). Technical assistance will be provided to selected providers to further develop staff capacity in working with the various target populations. If the initial RFP process does not identify appropriate providers for these populations, a targeted RFP may be released.

- F. *Describe how your local area will meet the Act's provisions regarding the required youth program design elements: [WIA, Section 129(c)(2)(A) through (J)]*

Of the Program Elements identified in WIA Section 129(c)(2) and the State Plan, all will be developed and made available in our community network. The Youth Council intends to survey and review organizations that provide each of these elements, and to ensure quality services are available throughout the city.

As critical facets in this system we will include all of the State and federal design elements as follows:

1. *Preparation for post-secondary educational opportunities*

Youth programs will provide activities that strengthen basic academic functioning to

prepare students to meet minimum requirements for post secondary training. In selected cases, vocational classes taken in the last two years of high school will act as the foundation for courses leading to a one or two year post secondary certification program, or to an Associate degree.

## *2. Strong linkages between academic and occupational learning*

There are sizable year-round programs in which industry clusters (or Pathways) have formed in the School-to-Career context. "Pathway Advisory Boards" have been formed or are in process for a variety of industry clusters such as Business and Finance, Travel and Tourism, Information Technology, Construction and Engineering, and Health Science. These PABs are designed not only to develop education-rich work-based learning opportunities, but to influence the curriculum and teaching tactics of our schools, such as project-based learning.

It is our operational strategy to unite and gradually systematize these opportunities so that we may make an appropriate match consistent with a young person's development needs and his or her development plan. The quality of the occupational learning varies widely as does the link of that work experience back to the classroom — wherever that classroom may be.

School age youth who are participating in the WIA youth program will attend academic and occupation classes in conformance with the student's career plan. All plans will be consistent with the state education requirements and school policy and rules.

School age youth who enter the program as school dropouts will reenter a comprehensive high school and pursue academic and occupational training or reenter through the Community or Alternative School Programs. Academics will be provided through the community schools and vocational training through the Regional Occupation Centers. The coordination of education and training will be provided through the One Stop Access Points located at these sites.

It is the task of the Youth Council to broaden the scope of work experience, ensuring both the employer and the young person are conscious of and conversant in the occupational learning that is so important. In addition, with the wide range of opportunities comes the challenge of ensuring that each work experience is linked to an academic experience. Collaboration between many of the providers discussed above has resulted in pilot projects to communicate between school and CBO to ensure that the correct people at the school are aware of the work experience in which the student is engaged. The Youth Council will expand on these pilots and make systematic this communication.

## *3. Preparation for unsubsidized employment opportunities*

Out of school youth 18-21 will be served through the One-Stop Centers or provided similar services through Access Points and participating youth-serving agencies. The building of strong basic academic and basic work skills is the focus of in-school youth programs. Program content is closely aligned with the needs employers have consistently expressed regarding basic employability.

The Youth Council will evaluate the current state of these efforts and in collaboration with service providers develop a plan to standardize and enhance the preparation activities in San Francisco. It is important to note here that when we say standardize

we mean create standards and outcomes for preparation of youth. These then can be applied to the myriad of conditions faced by youth and the large range of experience youth have in the labor market. A continuum will be established so that upon assessment we will know what the young person needs in order to move to the next level of preparedness and even to complete his or her development plan. We also understand that the delivery of such preparation will need to match the particular learning style of different youth and account for the conditions in which they find themselves. The same flexibility will be used for training of specific occupational skills, as we utilize the many existing programs while enhancing, as needed, the systematic approach to outcomes.

4. *Effective linkages with intermediaries with strong employer connections*

We will ensure that the Youth Council has as members intermediaries with strong ties to employers; in addition, through collaborative efforts already underway, those intermediaries not on the council are helping to build the system that is our vision.

Intermediaries with whom the Council will coordinate include: City and County of San Francisco Department of Children, Youth, and Their Families (Youthworks); San Francisco School-to-Career Partnership (integral ties to San Francisco Chamber of Commerce, Bay Area Council, Central Labor Council, and the School To Work Intermediary Project), and the San Francisco Youth Employment Coalition. Jobs For Youth/EDD, BAYSCAN, New Ways Workers, and local institutions of higher learning are all tied in through School To Work Pathway development and regional collaboration.

In addition, we plan to research and apply to a number of education-related foundations in California to enable us to expand beyond the bounds of the Workforce Investment Act. An initial review resulted in 100 such foundations.

Through the efforts of the Youth Council we plan to give more organization and coordination to this collaboration, using the experience and resources to both rationalize the system and better structure education-rich work-based learning experiences. This will include, among other tasks, better orientation and preparation of employers (and employee and trade organizations) for their role in our system.

5. *Alternative secondary school services*

Help. GED programs?

6. *Summer employment opportunities*

The WIB will continue to develop the job matching services connecting city youths with temporary job openings. Youths will receive job search assistance and information about effective job hunting to assist them in finding employment in the private sector.

When the objective assessment and individual service strategy indicate that work experience is appropriate, eligible youth who are unable to find work may be placed in summer subsidized employment as the entry point into a year-round activity. Academic and occupational learning will be linked to the work experience, consistent with guidelines established by the Youth Council.

Nearly 3,000 work-based experiences for youth were developed for the summer of

1999. More than half were paid internships or more traditional paid jobs. This could not happen without strong support from employers of many different industries, sizes and ownership. The City and County government, for example, incorporates summer employment into its departmental budgets.

*7. Paid and unpaid work experience*

Paid work experience will be offered to youth who can benefit from such experiences. Work experiences will be structured to be learning experiences. Worksite supervisors will be provided sufficient training to ensure that this occurs. The work experiences will provide youth exposure to the world of work and the common expectations in the workplace. The experiences are designed to help youth acquire the skills, personal attributes and knowledge needed to get and keep a job, and to advance at their place of employment. Worksites will be selected based on their ability to provide the youth with career exposure and rudimentary skill development; the experience is not intended to provide employers with free labor.

Work experiences may include one or more of the following: Employability or generic workplace skills, exposure to an industry or occupational cluster, job shadowing and internships, basic academic skills, entrepreneurship and on-the-job training.

Many of the groups, coalitions and partnerships in San Francisco are experienced in generating and supporting paid year-round and summer work experiences for youth of diverse backgrounds and experience.

*8. Occupational skills training*

Out of school youth who lack the necessary job skills to get and keep a job will be provided occupational skills training after an assessment by the case manager, consistent with their the plan developed with their case manager.

Occupational skill offerings will be provided by the San Francisco Unified School District, the City College of San Francisco, private schools, and an eligible provider list. Regional Occupational Centers are in operation at both Unified School and City College sites.

*9. Leadership development opportunities*

The Youth Council will reach out to human resource managers and the employer community to establish mentoring programs for youth. We will develop speaker programs that can be given at various civic and professional organizations to solicit their commitment regarding this and other leadership type programs.

Other leadership programs will directly involve training of the participant. These will provide training that promotes positive social behaviors and peer group interaction.

*10. Comprehensive guidance and counseling*

Various types of counseling will be offered through the One-Stop Centers, Access Points, and CBOs that promote good career choices and expanded job opportunities for youth, while enabling them to effectively manage their personal and family life.

*11. Supportive services*

Supportive services will include transportation and child care assistance when needed. A wide range of other supportive services may be provided when acute needs arise, at the direction of the case manager.

*12. Follow-up services. [Interim Final Rule §664.450(a)(1) through (6)(b), State Planning Guidance, IV B.15.]*

Follow up services for youth will track the progress of youth in employment after training. They may include leadership development through adult mentoring, work-related peer support groups, regular contact with a youth participant's employer to resolve work-related problems that arise, assistance in securing better paying jobs and more education, career development and other supportive services leading to employment retention.

All youth, particularly those most in need, will acquire the necessary skills to successfully transition into adulthood, careers, and further education and training.

## VII ADMINISTRATIVE REQUIREMENTS

*A. What competitive process will be used to award grants and contracts for youth services in your local area? [WIA Section 118 (b)(9), 112(b)(18)(B) and Section 123]*

Request for Proposals, Request for Quotes, or Request for Bids will be issued to award contracts and grants for youth services, with wide dissemination to a solicitation list of eligible youth service providers. Selections of contractors will be based on the recommendations of the Youth Council and, when developed, on the criteria contained in the State Plan.

The WIB will endeavor to develop universal procurement policies and procedures which meet the minimum requirements of all of the various funding sources it administers.

*B. What competitive and non-competitive processes will be used at the local level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts? [WIA, Section 118(b)(9)]*

To build community and employer support, the WIB will implement a comprehensive performance information system designed to meet the requirements of WIA and the needs of local decision-makers for program evaluation. It will identify and define relevant, measurable performance indicators. A baseline for performance will be established, and proposed progress indicators will be determined. The Youth Council will participate in the WIB's performance planning, including definitions, reporting and data gathering methodologies, etc., and will use jointly developed performance review procedures.

Over time, the Youth Council may propose additional elements of information collection to fully "certify" the competency of all bidders of youth services. Data will be compiled, where possible, to determine before and after measures to support the treatment effect.

A primary benefit of the evaluation system will be a clear determination of contractor capability and for determining the renewal of contracts. All measures will be presented to the WIB for approval before they are implemented.



Funds disbursed for any services will be based on negotiated levels of performance or performance improvement. They may be contract reimbursements (based on cost or agreed-upon schedule), tuitions or voucher payments, or other performance criteria defined in the solicitation.

Funds for WIB administrative expenses (other than salaries) will be generally procured competitively.

- C. *What entity will serve as the local grant recipient and be responsible for disbursing grant funds as determined by the Chief Elected Official? [WIA Section 117(d)(3)(B)(i)(I)(II)(III) and 118(b)(8)]*

Initially the Private Industry Council as Alternative Entity will be responsible for the administration of the WIA programs, as well as the closing out of the JTPA programs. As the full-functioning WIB develops, administrative tasks will be handed off. Timetables for these transitions have yet to be developed.

- D. *What criteria will the local board use in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers? [WIA Section 112(b)(18)(B), State Planning Guidance III B.1.f.]*

Solicitations for youth activities may require differing criteria, depending on the groups to be served and their presenting barriers. Generally each solicitation's criteria will be discussed and approved by the Youth Council and WIB prior to RFP or RFQ release.

Typical criteria for youth training may include (but not be limited to) cost or rate per positive outcome, delivery of recruitment, screening, referral, assessment, curricula of job training, case management and support systems, job placement activities, track record, and coordination with employers and the workforce development system.

- E. *What is your local area's definition regarding the sixth youth eligibility criterion, ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). [WIA Section 101(13)(C)(vi)]*

Help.

## VIII ASSURANCES

- A. The Local Workforce Investment Board and its staff assure that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Workforce Investment Board through the allotments made under sections 127 and 132. [WIA, Section 112(b)(11)]
- B. The Local Workforce Investment Board assures that it will comply with WIA, Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary that it has:
1. Implemented the uniform administrative requirements referred to in WIA, Section 184(a)(3);
  2. Annually monitored local areas to ensure compliance with the uniform administrative requirements as required under WIA, Section 184(a)(4); and



3. Taken appropriate action to secure compliance pursuant to WIA, Section 184(a)(5).
- C. The Local Workforce Investment Board assures that compliance with the confidentiality requirements of WIA, Section 136(f)(3).
- D. The Local Workforce Investment Board assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA, Section 181(b)(7)]
- E. The Local Workforce Investment Board assures that the board will comply with the nondiscrimination provisions of WIA, Section 188, including an assurance that Methods of Administration have been developed and implemented.
- F. The Local Workforce Investment Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.
- G. The Local Workforce Investment Board assures that there will be compliance with grant procedures of WIA, Section 189(c).
- H. The Local Workforce Investment Board certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator. [State Planning Guidance VI. 11.]
- I. The Local Workforce Investment Board certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- J. The Local Workforce Investment Board certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees. [State Planning Guidance VI. 13.]
- K. The Local Workforce Investment Board certifies that Workforce Investment Act section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans, and that affirmative action plans have been included for designated offices.
- L. The Local Workforce Investment Board assures that it will comply with the current regulations, 20 CFR part 651.111, to develop and submit affirmative action plans for migrant and seasonal farmworker Significant Offices in the local workforce area which are determined by the Department of Labor, to be in the highest 20% of MSFW activity nationally.
- M. The Local Workforce Investment Board has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners. [WIA Section 118(a)]
- N. The Local Workforce Investment Board assures that it will comply with section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq).

- O. The Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.

#### IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This plan represents the City and County of San Francisco Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This plan is submitted for the period of July 1, 2000 through June 30, 2005 in accordance with the provisions of the Workforce Investment Act.

On Behalf of the San Francisco  
Workforce Investment Board

On Behalf of the San Francisco  
Chief Elected Official

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Craig K. Martin  
Name

\_\_\_\_\_  
Willie L. Brown, Jr.  
Name

\_\_\_\_\_  
Chairman, Private Industry Council  
of San Francisco  
Title

\_\_\_\_\_  
Mayor, City and County  
of San Francisco  
Title

\_\_\_\_\_  
February 29, 2000  
Date

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February 29, 2000  
Date

**ATTACHMENT 1 - NEGOTIATED LOCAL MEASURES OF PERFORMANCE****PRELIMINARY LOCAL PLANNING INFORMATION  
PERFORMANCE MEASURES FOR  
WORKFORCE INVESTMENT ACT, TITLE 1, SUBTITLE B**

Section 136(c)(2) of the Workforce Investment Act (WIA) requires that the Local Workforce Investment Board, the Chief Elected Official and the Governor negotiate and reach agreement on the local levels of performance which are based on State adjusted levels of performance. WIA Section 136(b) requires that the Secretary of Labor and the Governor reach agreement on state levels of performance for each of the core indicators of performance and the customer satisfaction indicator for the first three program years covered by the State Plan.

In order to begin this process, the U.S. Department of Labor (DOL), Region VI, has requested that states produce data on the proposed WIA performance measure calculations, based on unemployment insurance wage records, using the most recent Job Training Partnership Act (JTPA) population. States may also choose to produce data on Job Service program participants as a substitute, or proxy, population for participants who will receive intensive services under WIA. Participants who receive intensive services under WIA are to be included in the WIA performance measurements.

Local Workforce Investment Areas (local areas) will have this data based on current JTPA Service Delivery Area configurations and October 1999 JTPA populations. No regression analysis will be applied to this data. Local areas that target special population service needs should use this information as part of the negotiation process.

The attached sheet is the format California plans to use to submit the negotiated levels as part of the State Plan. In order for the State to plan and negotiate effectively with DOL, local plans will use the same format when planning and negotiating levels with the State. The format reflects each of the performance indicators for adult, dislocated worker, youth (19-21), and youth (14-18). Local plans will also address the strategies that will be used to achieve the customer satisfaction performance indicator.

**DRAFT****Attachment 1 (continued)**

**LOCAL AREA PERFORMANCE NEGOTIATIONS MATRIX**  
**TITLE I CORE AND CUSTOMER SATISFACTION PERFORMANCE INDICATORS**

Performance Indicator	PY 2000	PY 2001	PY 2002	ADDITIONAL INFORMATION
Adults				
Entered Employment Rate				
Retention Rate				
Earnings Gain				
Credentialing Rate				
Dislocated Workers				
Entered Employment Rate				
Retention Rate				
Earnings Gain				
Credentialing Rate				
Youth (19-21)				
Entered Employment Rate				
Retention Rate				
Earnings Gain				
Credentialing Rate				
Youth (14-18)				
Diploma or Equivalent				
Attainment Rate				
Skill Attainment Rate				
Retention Rate				
Credentialing Rate				
Customer Satisfaction				
EMPLOYER				
Customer Satisfaction				
PARTICIPANT				
Customer Satisfaction				

# DRAFT

## ATTACHMENT 2 - COMMENTS THAT REPRESENT DISAGREEMENT WITH THE LOCAL PLAN

[ Reserved for written comments and handouts received by the  
Committees/PIC in their February Public Hearings. ]

**DRAFT****Attachment 1 (continued)**

**LOCAL AREA PERFORMANCE NEGOTIATIONS MATRIX**  
**TITLE I CORE AND CUSTOMER SATISFACTION PERFORMANCE INDICATORS**

Performance Indicator	PY 2000	PY 2001	PY 2002	ADDITIONAL INFORMATION
Adults				
Entered Employment Rate				
Retention Rate				
Earnings Gain				
Credentialing Rate				
Dislocated Workers				
Entered Employment Rate				
Retention Rate				
Earnings Gain				
Credentialing Rate				
Youth (19-21)				
Entered Employment Rate				
Retention Rate				
Earnings Gain				
Credentialing Rate				
Youth (14-18)				
Diploma or Equivalent				
Attainment Rate				
Skill Attainment Rate				
Retention Rate				
Credentialing Rate				
Customer Satisfaction				
EMPLOYER				
Customer Satisfaction				
PARTICIPANT				
Customer Satisfaction				



DRAFT

**ATTACHMENT 2 - COMMENTS THAT REPRESENT DISAGREEMENT WITH THE LOCAL PLAN**

[ Reserved for written comments and handouts received by the  
Committees/PIC in their February Public Hearings. ]

**DRAFT****ATTACHMENT 3 - ORGANIZATIONS INVOLVED IN DEVELOPMENT OF VISION AND GOALS****Members of the PIC Strategic Transition Committee (STC)**

Mr. Will Lightbourne (Co-chair)  
Executive Director  
Department of Human Services  
City and County of San Francisco  
PO Box 7988  
San Francisco 94120

Ms. Sheila S. Peters (Co-chair)  
Vice President, Human Resources  
Gap, Inc.  
1 Harrison Street  
San Francisco 94105

Mr. Michael Blecker  
Director  
Swords to Plowshares  
1063 Market Street  
San Francisco 94103

Mr. John Cammidge  
Exec. Vice Pres., International Personnel  
Bank of America  
1 South Van Ness, 4th Floor  
San Francisco 94103

Dr. Philip R. Day  
Chancellor  
City College of San Francisco  
50 Phelan Ave., Room E-200  
San Francisco 94112

Mr. Nicholas L. de Lorenzo  
Director  
The National Council on the Aging, Inc.  
870 Market Street, Suite #785  
San Francisco 94102

Mr. Larry Del Carlo  
Director, Business & Community Dev.  
San Francisco Unified School District  
135 Van Ness Ave., Room 209  
San Francisco 94102

Ms. Mary Edington  
Executive Director  
Goodwill Industries  
1500 Mission Street  
San Francisco 94103

Mr. Gary Fitschen  
Principal  
Fitschen & Associates, Inc.  
560 Sutter St., Suite 210  
San Francisco 94102

Mr. Jack J. Fitzpatrick  
Partner  
Ernst & Young  
555 California St., 17th Floor  
San Francisco 94104

Ms. Vanessa Johnson  
Chief Administrative Officer  
Mad Will's Food Company, Inc.  
450 Gough Street  
San Francisco 94102

Mr. Craig King  
Executive Director  
San Francisco Vocational Services  
814 Mission Street, Suite 600  
San Francisco 94103

Mrs. Leslie L. Lutgens  
Chairwoman  
B.L.T.F. Deputies  
1190 Sacramento St., #3  
San Francisco 94108

Mr. Craig K. Martin  
Chairman, PIC of San Francisco  
Attorney-at-Law  
944 Market St., Suite 828  
San Francisco 94102

Mr. Michael Mee  
President  
Albion Mountain Springs Water Co.  
895 Innes Avenue  
San Francisco 94124

Mr. Maurice Lim Miller  
Executive Director  
Asian Neighborhood Design  
1182 Market St., Suite 300  
San Francisco 94102

**DRAFT****Strategic Transition Committee  
(continued)**

Mr. Fairfax Randolph  
Vice President  
Interim Career Consulting  
150 Post St., Suite 740  
San Francisco 94108

Mr. Tom Ryan  
Community Services Liaison  
San Francisco Labor Council  
1188 Franklin St., Suite 203  
San Francisco 94109

Ms. Lucy Scarbrough  
Manager, Job Service San Francisco  
Employment Development Department  
P.O. Box 7850  
San Francisco 94120

Mrs. Barbara L. Thompson  
Consultant/Community Relations  
209 Sagamore Street  
San Francisco 94112

**Members of the PIC Transitional Youth  
Council**

Mr. Bob Anyon (Co-chair)  
Executive Director  
School to Career Partnership  
1372 43rd Avenue  
San Francisco 94122

Ms. Lucy Scarbrough (Co-chair)  
Manager, Job Service San Francisco  
Employment Development Department  
P.O. Box 7850  
San Francisco 94120

Ms. Sharon Alford  
Operations Supervisor  
Ella Hill Hutch Center  
1050 McAllister Avenue  
San Francisco 94115

Ms. Deborah Alvarez-Rodriguez  
Executive Director, Mayor's Office of  
Children, Youth & Families  
City and County of San Francisco  
1390 Market Street, Suite 918  
San Francisco 94102

**Transitional Youth Council (continued)**

Ms. Cheyenne Bell  
Director of Community Programs  
Juvenile Probation Department  
City and County of San Francisco  
375 Woodside Avenue  
San Francisco 94127

Ms. Myra Chow  
Director of Corporate Community  
GAP Foundation  
1 Harrison Street  
San Francisco 94105

Ms. Ann Cochrane  
Executive Director  
San Francisco Conservation Corps  
Fort Mason, Building No. 102  
San Francisco 94123

Mr. Paul Cohen  
Account Supervisor  
Fleishman Hillard  
595 Market St., Suite 2700  
San Francisco 94105

Mr. Rufus Davis  
Acting Director, Relocation & Sup. Svcs.  
San Francisco Housing Authority  
1815 Egbert Ave., Room 201  
San Francisco 94124

Ms. Dorian Hearnton  
Deputy Director  
Treasure Island Job Corps Center  
655 H Ave., Building 442, Treasure Island  
San Francisco 94130

Ms. Susan Kim  
Director  
Youth Commission  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 345  
San Francisco 94102

Ms. Carol Kocivar  
Parent Teacher Student Assoc.  
San Francisco Unified School District  
135 Van Ness Avenue, Room 206  
San Francisco 94102

**DRAFT****Transitional Youth Council (continued)**

Mr. Tom Latham  
Supervisor, School-to-Career  
San Francisco Unified School District  
1360 - 43rd Avenue  
San Francisco 94122

Ms. Marquitta Mayes  
Career Connection  
City College of San Francisco  
1400 Evans Avenue  
San Francisco 94124

Mr. Mark Mosher  
Executive Director  
The Committee on JOBS  
235 Montgomery St., Suite 1018  
San Francisco 94104

Mr. Tom Ryan  
Community Services Liaison  
San Francisco Labor Council  
1188 Franklin St., Suite 203  
San Francisco 94105

Ms. Vivian Stern Turner  
Senior Program Director  
Enterprise for High School Students  
450 Mission St., Suite 408  
San Francisco 94109

Mr. Art Tapia  
Coleman Advocates for Youth  
1 Ruth Court  
Novato 94947

Ms. Pamela Ulmer  
Senior Manager, Community Relations  
McKesson HBOC, Inc.  
1 Post St., 31st Floor  
San Francisco 94104

Ms. Susan Zeleznik  
Arthur Andersen, LLP  
101 Second St., Suite 1100  
San Francisco 94105

**Interested Members of the Public  
attending the January Committee  
meeting(s) or February Public Hearings**

(to be compiled)

For additional participants in the development of a San Francisco vision, see Attachment 4.

**DRAFT****ATTACHMENT 4 - ONE-STOP CENTERS AND ACCESS POINTS****One-Stop San Francisco Centers**

San Francisco Career Link  
3120 Mission Street  
San Francisco 94120

Southeast Career Center  
1800 Oakdale Avenue  
San Francisco 94124

Western Addition Career Center  
(planned)

OMI Career Center  
(planned)

**One-Stop Partners (active or developing)**

Treasure Island Job Corps Center  
Building 442, Treasure Island  
San Francisco 94130

Swords to Plowshares  
1063 Market Street  
San Francisco 94103

Department of Human Services  
City and County of San Francisco  
170 Otis Street, 8th Floor  
San Francisco 94120

Self Help for the Elderly  
407 Sansome Street, Suite 300  
San Francisco 94111

Mayor's Office of Community Development  
City and County of San Francisco  
25 Van Ness Avenue, Suite 700  
San Francisco 94102

San Francisco Unified School District  
555 Franklin Street, 3rd Floor  
San Francisco 94102

San Francisco Housing Authority  
440 Turk Street  
San Francisco 94102

City College of San Francisco  
52 Phelan Avenue, Room E-200  
San Francisco 94112

**One-Stop Partners (continued)**

The National Council on the Aging, Inc.  
870 Market Street, Suite #785  
San Francisco 94102

United Indian Nations, Inc.  
1320 Webster Street  
Oakland 94612

Private Industry Council of San Francisco,  
Inc.  
1650 Mission Street, Suite 300  
San Francisco 94103

Economic Opportunity Council of San  
Francisco, Inc.  
1426 Fillmore Street, Suite 204  
San Francisco 94115

City College of San Francisco  
1400 Evans Avenue  
San Francisco 94124

Center for Employment Training  
701 Vine Street  
San Jose 95110

State Department of Rehabilitation  
185 Berry Street, Lobby 7, Room 180  
San Francisco 94107

E.D.D. Job Service Office #504  
P.O. Box 7850  
San Francisco 94120

**One-Stop Access Points**

AIRRC/ Third Baptist Church  
30 Mason Street  
San Francisco 94102

Arriba Juntos  
1850 Mission Street  
San Francisco 94103

Asian Neighborhood Design  
1232 Connecticut St.  
San Francisco 94107

**DRAFT****One-Stop Access Points (continued)**

Bernal Heights Neighborhood Assoc.  
515 Cortland Avenue  
San Francisco 94110

Booker T. Washington Community Center  
800 Presidio Avenue  
San Francisco 94115

Career Resources Development Center  
655 Geary Street  
San Francisco 94102

Ctr. for Young Women's Development  
965 Mission Street, Ste. 450  
San Francisco 94103

Central City Hospitality House  
290 Turk Street  
San Francisco 94102

Chinese for Affirmative Action  
17 Walter Lum Place  
San Francisco 94108

Compass Homeless Family Center  
942 Market Street  
San Francisco 94102

State Department of Rehabilitation  
185 Berry Street, Suite 94  
San Francisco 94107  
Ella Hill Hutch Community Center  
1050 McAllister Street  
San Francisco 94115

Enterprise for High School Students  
450 Mission Street, #408  
San Francisco 94105

Goodwill Industries  
1500 Mission Street  
San Francisco 94103

Haight Ashbury Food Program  
1525 Waller Street  
San Francisco 94117

Ingleside Community Center  
1345 Ocean Avenue  
San Francisco 94112

Jewish Vocational Service  
77 Geary Street, Suite 401  
San Francisco 94108

Jobs for Youth  
1650 Mission Street, Suite 300  
San Francisco 94103

National Council on the Aging  
870 Market St., Suite 785  
San Francisco 94102

Northern California Service League  
28 Boardman Place  
San Francisco 94103

OMI Family Resource Center  
1241 Grove  
San Francisco 94117

Positive Resource Center  
973 Market Street, 6th floor  
San Francisco 94013

Renaissance Parents of Success  
1800 Oakdale Ave.  
San Francisco 94124

San Francisco Conservation Corps.  
Bldg. 102 Fort Mason  
San Francisco 94123

San Francisco Housing Authority  
1251 Turk Street  
San Francisco 94115

Community Database Services  
San Francisco Public Library  
City and County of San Francisco  
Civic Center Plaza  
San Francisco 94109

San Francisco Vocational Services  
814 Mission Street, Suite 600  
San Francisco 94xxx

Self-Help for the Elderly  
407 Sansome Street  
San Francisco 94111

So. of Market Employment Center/MHH  
288 Seventh Street  
San Francisco 94103



DRAFT

**One-Stop Access Points (continued)**

Swords to Plowshares  
1063 Market Street  
San Francisco 94103

The Family School  
548 Fillmore Street  
San Francisco 94117

Toolworks  
1119 Market St., Ste. 300  
San Francisco 94103

Treasure Island Job Corps  
655 H Avenue, Bldg. 442, Treasure Island  
San Francisco 94130

Visitation Valley Job Education & Training  
333 Schwerin Street  
San Francisco 94134

Young Community Developers  
1715 Yosemite Avenue  
San Francisco 94124

**DRAFT**

**ATTACHMENT 5 - MEMORANDA OF UNDERSTANDING, LOCAL BOARD AND ONE-STOP**

Placeholder. No MOUs have yet been developed for One Stop San Francisco.

# DRAFT

## ATTACHMENT 6 - SYNOPSIS OF SAN FRANCISCO'S PROPOSED YOUTH OPPORTUNITY GRANT

Project Summary of Fall 1999 Youth Opportunity Grant Application to the U.S. Department of Labor.

(to be provided)

DRAFT

## ATTACHMENT 7 - ADDITIONAL LABOR MARKET INFORMATION

Top 5 Occupations With the Fastest Growth  
San Francisco County, 1995-2002

California OES Code	Occupation	Annual Averages		Absolute Change	Percent Change
		1995	2002		
221270	COMPUTER ENGINEERS	1,010	2,210	1,200	118.80%
215080	EMPL INTERVIEWERS--PRIV OR PUB	380	680	300	78.90%
660110	HOME HEALTH CARE WORKERS	850	1,490	640	75.30%
830020	INSPECTORS, TESTERS, & GRADERS, PREC.	420	690	270	64.30%
251020	SYSTEMS ANALYSTS--ELEC DATA PROC	2,770	4,540	1,770	63.90%
680350	PERSONAL AND HOME CARE AIDES	240	360	120	50.0%
340050	TECHNICAL WRITERS	290	430	140	48.3%
251050	COMPUTER PROGRAMMERS	2,770	3,980	1,210	43.7%
340350	ARTISTS AND RELATED WORKERS	1,240	1,760	520	41.9%
895020	PATTERNMAKERS AND LAYOUT WORKERS	180	250	70	38.9%

Top 5 Occupations With the Greatest Absolute Job Growth  
San Francisco County, 1995-2002

California OES Code	Occupation	Annual Averages		Absolute Change	Percent Change
		1995	2002		
670050	JANITORS, CLEANERS--EXCEPT MAIDS	10,310	12,500	2,190	21. 2%
190050	GENERAL MANAGERS, TOP EXECUTIVES	15,480	17,440	1,960	12. 7%
251020	SYSTEMS ANALYSTS--ELEC DATA PROC	2,770	4,540	1,770	63. 9%
490110	SALESPERSONS, RETAIL	15,940	17,710	1,770	11. 1%
551080	SECRETARIES, GENERAL	13,320	14,800	1,480	11. 1%
630470	GUARDS AND WATCH GUARDS	6,990	8,360	1,370	19. 6%
553050	RECEPTIONISTS, INFORMATION CLERKS	5,980	7,330	1,350	22. 6%
490230	CASHIERS	9,250	10,560	1,310	14. 2%
650080	WAITERS AND WAITRESSES	7,780	9,060	1,280	16. 5%
251050	COMPUTER PROGRAMMERS	2,770	3,980	1,210	43. 7%

Top 5 Occupations With the Most Openings  
San Francisco County, 1995-2002

California OES Code	Occupation	Job Openings
490110	SALESPERSONS, RETAIL	5,760
490230	CASHIERS	4,760
190050	GENERAL MANAGERS, TOP EXECUTIVES	4,270
650080	WAITERS AND WAITRESSES	4,190
670050	JANITORS, CLEANERS--EXCEPT MAIDS	3,770
551080	SECRETARIES, GENERAL	3,160
553470	GENERAL OFFICE CLERKS	3,020
630470	GUARDS AND WATCH GUARDS	2,400
553050	RECEPTIONISTS, INFORMATION CLERKS	2,350
650170	COUNTER ATTENDANTS--FOOD	2,240

Top 5 Occupations With Projected Declines (1)  
San Francisco County, 1995-2002

California OES Code	Occupation	Annual Averages		Openings Due to Declines	
		1995	2002	Job Separations	
531020	TELLERS	7,260	5,200	-2,060	1,820
553070	TYPISTS, INCLUDING WORD PROCESSING	5,210	4,160	-1,050	340
553380	BOOKKEEPING, ACCOUNTING CLERKS	10,350	10,100	-250	1,080
560020	BILLING, POSTING, CALC MACHINE OPS	570	350	-220	150
573110	MESSENGERS	1,300	1,130	-170	190
533140	INSURANCE POLICY PROCESSING CLERKS	950	810	-140	80
560110	COMPUTER OPS--EX PERIPHERAL EQUIP	1,590	1,460	-130	160
553140	PERS CLERKS--EX PAYROLL	820	690	-130	110
219110	COMPL, ENFORCE INSPECT--EX CONST	1,230	1,110	-120	170
531210	LOAN AND CREDIT CLERKS	1,520	1,400	-120	150

The following pages are selected excerpts of the local 1998 "Occupational Outlook San Francisco," a 35-page annual publication of the PIC, the EDD, and the California Occupational Information Coordinating Committee. For the complete publication, visit the EDD LMID website at [www.calmis.ca.gov](http://www.calmis.ca.gov).

**ATTACHMENT 8 - SAN FRANCISCO'S SUNSHINE ORDINANCE**

(may be provided in the State submission, number of pages unknown).

**DRAFT**

**ATTACHMENT 9 - THE PRIVATE INDUSTRY COUNCIL'S CONFLICT OF INTEREST CODE**

**CONFLICT OF INTEREST CODE FOR  
THE PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO**

(may be provided in the State submission, approximately 10 pages).





PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

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MEMORANDUM

TO: STRATEGIC TRANSITION COMMITTEE  
TRANSITIONAL YOUTH COUNCIL

DATE: FEBRUARY 1, 2000

FROM: RAYMOND R. HOLLAND, INTERIM PRESIDENT

SUBJECT: PUBLIC MEETING ON THE DRAFT 5-YEAR STRATEGIC PLAN FOR SAN FRANCISCO.

A public hearing on the draft 5-Year Strategic Plan for San Francisco has been scheduled for Thursday, February 10, 2000 at 5:00 p.m. in the Commission Hearing Room on the 3<sup>rd</sup> floor of the Department of Public Health building located at 101 Grove Street. We hope as many of you as possible will attend this very important public hearing.

Notice of this hearing has been posted on the PIC's web site. It has also been sent to the California Newspaper Service Bureau to run as soon as possible. Please share this information with everyone.

We are having a bit more difficulty in obtaining meeting spaces for the Strategic Transition Committee (STC) for Wednesday, February 16<sup>th</sup>. The same is true for the Transitional Youth Council (TYC) for Tuesday, February 15<sup>th</sup>. As soon as we have meeting spaces and locations, we will notify you.





PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

NOTICE OF A MEETING  
OF THE TRANSITIONAL YOUTH COUNCIL

DATE: Tuesday, February 15, 2000  
TIME: 2:00 – 4:00 p.m.  
LOCATION: Mission Language & Vocational School  
710 Florida Street, (at 19th Street)  
San Francisco, CA 94110

PROPOSED AGENDA

1. Public Testimony on Proposed Agenda Items
2. Adoption of an Agenda
3. Adoption of Minutes for the Committee's January 14, 18 and 27 meeting (enclosed)
4. Discussion of Public Comments Provided at the February 10th Hearing
5. Discussion of Written Public Comments Submitted (to be provided subsequently)
6. Committee Action to Recommend Changes to the January 25th Draft of San Francisco's Initial Five-Year Workforce Investment Plan
7. Public Testimony on Items Not on the Agenda
8. Adjournment

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Issued Friday, February 4, 2000



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**Know your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)**

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415-554-6083.



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14/00



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

MEMORANDUM

TO: MEMBERS, STRATEGIC TRANSITION COMMITTEE  
MEMBERS, TRANSITIONAL YOUTH COUNCIL

DATE: FEBRUARY 14, 2000

FROM: RAYMOND R. HOLLAND  
INTERIM PRESIDENT

SUBJECT: PUBLIC COMMENTS, FIVE-YEAR STRATEGIC WORKFORCE INVESTMENT PLAN

Attached are documents submitted in response to the PIC's request for public review and comment on San Francisco's Jan. 25th Draft Five-Year Strategic Workforce Investment Plan under the Workforce Investment Act. Your meetings of Feb. 15 and 16 are to consider the incorporation of these comments into the final Plan that you will forward to the Mayor and Private Industry Council next week.

This package contains all comments received by Friday afternoon, Feb. 11, 2000. Unfortunately the PIC staff lost access to the Internet late that afternoon and cannot determine if additional comments were posted. Since the official comment period ends February 24, additional comments will be saved for subsequent discussion after March 1.

Comments Received at Public Meetings:

1. Bay Area Legal Aid, Steven Bingham, 2 pages;
2. Committee of Contracting Agencies, Craig King and Zelda Saali, 5 pages;
3. Equal Rights Advocates, Doris Y. Ng, 8 pages;
4. Homeless Employment Collaborative, Gary Knoblock and Rebecca Brockert, 2 pages;
5. One Stop Access Point Collaborative, unsigned (Maria Olivares?), 4 pages (excerpts);
6. San Francisco Housing Authority, Buddy Tate Choy, 2 pages;
7. Young Community Developers, unsigned (Dwayne Jones?), 2 pages;

Comments Received by U.S. Mail:

8. Korean Center, Inc., Youn-Cha Shin Chey, 1 page;
9. Walden House, Jennie Carpenter, 2 pages;

Comments Received by Internet e-mail:

10. Council Member John R. Cammidge, 1 page;
11. (Specific source unidentifiable), "JKM227", 1 page;
12. Intercultural Institute of California, Jack Suss, 1 page;
13. Self-Help for the Elderly, Lau M. Leong, 1 page;
14. Swords to Plowshares, Michael Blecker, 1 page;
15. Council Member John R. Cammidge, 2 pages.

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# Bay Area Legal Aid

San Francisco Regional Office

225 Bush St., 7<sup>th</sup> Fl.

San Francisco, CA 94104

Tel: 415-982-8399, Ext. 316

Fax: 415-982-4243

E-mail: sbingham@baylegal.org

February 10, 2000

Members

WIA Strategic Transition Team

*Hand-Delivered*

## **Re: COMMENTS TO FIRST DRAFT OF SAN FRANCISCO'S INITIAL, FIVE-YEAR, STRATEGIC WORKFORCE INVESTMENT PLAN**

Dear Members of the Transition Team:

Preliminarily, I wish to register my general support for the comments presented by the Executive Committee of the Committee on Contracting Agencies. This letter adds some additional comments of concern to future "consumers" of WIA services.

### **Local Vision and Goals**

While I understand that it may be simpler to only provide narrowly focused answers to questions in the template, the five-year plan in reality becomes the mirror against which future policy choices are made. Consequently, I believe the document should articulate in broad brush strokes what the City and County's vision and goals for economic growth and employment, not simply WIA implementation. The draft document does not address at all the question as posed in the box on page 7 but only responds to "some specific questions that must be answered." This section should state in unequivocal terms the commitment to serve those most disadvantaged (see in more detail sections V(F) and V(G), pp. 24-26.) CCSF vision should include:

- affordable housing for all SF employees so that those who work here can afford to live here;
- in recognition that most entry-level jobs pay low wages, a dedication to a creating a public-private partnership to ensure career advancement opportunities for all San Francisco workers such that they can truly aspire to living wage jobs;
- a transportation system which works (perhaps referencing the options being discussed in the January 2000 Nelson\Nygaard Technical Memorandum on a San Francisco Welfare to Work Transportation Plan);
- a child care system (including employment-based sites) which is sufficiently comprehensive to accommodate the myriad needs of employed parents, particularly those who are single

parents; and,

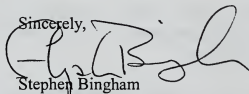
- a truly massive effort to ensure that those whose first language is not English or who are disabled have a level playing field when competing for employment opportunities.

#### Other Comments

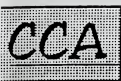
- Once such vision/goals are articulated up front, the remainder of the document must reflect a commitment to implement them. It is remarkable that the draft plan says virtually nothing about the language and disability barriers faced by a large percentage of San Francisco's workforce (e.g. subsection 3, page 8; subsection B, page 10; section III(A), page 11.
- The best way to reduce the number of pages is to reduce section III (C), pp. 10-17.
- Sec. D, page 17: should include discussion about ESL, VESL and disability access.
- Sec. F, page 24: This is one of the few questions that addresses the needs of the limited English population (LEP's) and those who are disabled. The answer given is inadequate. There must be a stated commitment to ensuring that these populations have equal access to WIA programs.
- Sec. G, page 25 specifically asks what criteria will be used "in determining priority of service to ensure recipients of public assistance and other low-income individuals for [sic] intensive and training services." The answer is non-responsive. One of the fears of low-income and welfare advocates is that, when funds become scarce, those who historically received most of the JTPA-funded services will again be given priority. Since San Francisco's goal is to serve in priority low-income and welfare populations, it must state unequivocally that it will prioritize funding to these populations when adult funds are limited. The criteria used for such prioritization should include such things as lack of labor force attachment and past inability to achieve a self-sufficient wage.
- Sec. H, page 26: The WIB needs to do more than adopt policies. Given the historic exclusion of disabled populations from access to vocational services, particularly those who are welfare recipients, the response should include a new commitment to expand capacity to serve this population and reexamine administrative procedures to ensure equal access. (It is instructive to compare the very detailed response to the question in Sec. P, page 28, with the responses to Secs. G, H.).

Thank you for considering these views. As I have not completed my review of the draft plan, I may submit additional comments after today's public hearing.

Sincerely,



Stephen Bingham  
Staff Attorney



## Committee of Contracting Agencies

In partnership with the Private Industry Council of San Francisco

TO: Attention: Plan Comments

FROM: CCA Steering Committee:

Zelda Saeli, Asian Neighborhood Design (CCA Co-Chair)  
Craig King, San Francisco Vocational Services (CCA Co-Chair)  
Michael Blecker, Swords to Ploughshares  
Devra Edelman, Haight Ashbury Food Program  
Shirley Melnicoe, Northern California Service League  
Laura Ware, Community Housing Partnership

DATE: February 10, 2000

RE: Five Year, Strategic Workforce Investment Plan for San Francisco

Two comments are offered re: how to reduce total pages. First, page numbering should start with the Executive Summary, not with the Table of Contents (this saves one page.) Second, Section III "Labor Market Analysis" (8 pages) should be cut down significantly, by summarizing information, and by appending reports or tables.

Other comments:

<u>Section</u>	<u>Page, Paragraph No.</u>	<u>Comments</u>
Executive Summary	2, 2	What is a "master" partner? Replace term with " <i>Local WIB</i> ", which is the authority that will develop San Francisco's workforce development system.
	2,4	Last sentence should read: " <i>Contracts for services to specialized populations and Individual Training Accounts will be established for those requiring such support.</i> "
I.,D. Plan Development Process	6,7	Remove first sentence ("there is no such thing as a final strategic plan.") Describe the process resulted in the plan that is being submitted. Indicate that: " <i>Further modifications to the plan may be submitted, as additional information is acquired and decisions made by the Local WIB.</i> "
II, A 1 Local Vision	7	Vision statement should lead with: " <i>San Francisco's growing economy is characterized by a widening gap in quality and quantity of job opportunities for unskilled and skilled workers. Recognizing the harsh</i>

		<p>consequences for those who are left behind, the City is committed to designing and implementing a workforce development system that prioritizes scarce WIA resources for those most in need. Our first priority is to create meaningful job and training opportunities for low income San Francisco residents with multiple barriers to employment. Further recognizing that obtaining and retaining a job is complicated by escalating housing costs, lack of adequate child care, and transportation difficulties, the Local WIB will coordinate and enrich its workforce development plans and activities through consultation with policy and planning bodies working on child care, transportation, housing and other supportive service needs."</p>
II, B. Local Vision	10,6	<p>Add to list of economic and development goals: (9) <i>Achievement of a living wage.</i> Add to list of system strategies:</p> <ul style="list-style-type: none"> <li>• Training in vocational English-as-a-Second-Language for the large immigrant population.</li> <li>• Expansion of opportunities for low income persons with multiple barriers to employment in On-the-Job training through union apprenticeship programs.</li> <li>• Promotion of hiring and On-the-Job Training of disadvantaged San Francisco residents by San Francisco employers.</li> <li>• Increase in duration of On-the-Job Training to enable disadvantaged job seekers to attain higher skilled and higher paying positions.</li> <li>• A network of community-based, culturally-sensitive service providers.</li> </ul>
III, A	11, 9	<p>Add language: "<i>Case Management and supportive services to address multiple barriers to employment, as well as specific vocational training, are effectively provided by community-based organizations. Contracts for services to specialized populations will ensure adequacy of targeted funding for comprehensive approaches to employment training and placement.</i>"</p>
III., B. Labor Market Analysis	12,7 "Help"	<p>Replace sentence beginning "The precise structure of..." with: "<i>The Local WIB will convene a forum of employers and training providers to discuss how best to meet local workforce development needs. Participating employers will provide detailed information on current job opportunities and specific skill requirements (soft and hard skills) to promote the development of essential employment competencies.</i>"</p>
	11-18	<p>Insert language: "<i>While many newly created jobs will be</i></p>

			<p>in technical and professional employment, these are not realistic entry level vocational goals for disadvantaged job seekers. A continuum of employment training services will be provided to promote career advancement. WIA funds will be prioritized through training contracts with Community Based Organizations and other vendorized providers to prepare persons with multiple employment barriers for entry level jobs with advancement potential. These jobs are concentrated in clerical, administrative support, and service occupations. Such jobs can often be attained through short term, intensive occupational classroom training and on-the-job-training. Basic skills remediation and English as a Second Language will be offered in preparation for specific vocational training. Lifelong education for career advancement will be available through City College and other educational providers."</p>
III, D. Job skills required	17, "help"	6	<p>Insert language: "Jobs at every level require "soft skills", including: communication skills, motivation/initiative, teamwork, leadership, and interpersonal skills. Relatedly, basic academic skills in written and verbal English, as well as math, are considered essential at all job levels. For entry level jobs, specific vocational skills can be taught through short-term, intensive occupational classroom and on-the-job training. More advanced technical and professional jobs require more extensive training, often a college degree, and specialized graduate studies, as well as work experience."</p> <p>"English as a Second Language training is critical to build the employability of San Francisco's large and growing monolingual immigrant population."</p> <p>"In the current strong economy, job seekers with disabilities, homeless persons, and public assistance recipients, as well as others with multiple barriers to employment, make up a disproportionate number of the unemployed. They may need intensive vocational training as well as case management and supportive services in order to acquire the soft and hard skills sought by employers."</p>
	18, 2		<p>Strike out paragraph indicating "few opportunities for low-skill workers." Insert: "There remains a sizable core of entry level employment opportunities. As shown in the chart on p. 15, a projected 21.9% of jobs in San</p>

		<i>Francisco are found in clerical and administrative support occupations. Additional entry level jobs are found within the category of "service" occupations with jobs at diverse skill levels including security guards, building maintenance workers, restaurant workers, commercial artists and computer programmers. Service occupations, account for another 16.5% of total jobs projected in 2002."</i>
IV, A 2. Leadership	18, 8	Option 2 can be struck: Access Points may be considered "affiliates" rather than partners. Access Points must be represented on the Council, but can be represented by a CCA representative or equivalent Access Point association representative.
IV, D State's Strategic Goals	20, 2	Paragraph 2 is argumentative. Strike and replace with: <i>San Francisco's strategic plan maintains a vitally needed focus on closing the employment gaps for targeted "hard to serve" persons, while also addressing the employment needs of the "universal" population. (See State Plan, Sec. III, A,3, pp. 7-8.)</i>
V, A One Stop Service Delivery System	21, 1	Strike section referring to "four" One Stop Career Centers, as this would spread scarce WIA resources thinly and ineffectually. The past two years experience demonstrates that San Francisco's partners have been unable or unwilling to adequately deliver the full range of core services to the universal population at <u>two</u> locations. EDD has signaled its intention to reduce its commitment to the Career Link location, and to shift staff to 745 Franklin Street. CCA urges that WIA dollars be prioritized for intensive and training services as needed by low income persons with multiple barriers to employment, and that commitment be limited to establishment of <u>one</u> physical One Stop Career Center. We urge that partners take advantage of operational cost savings at the State-owned building located at 745 Franklin Street in the Western Addition. Electronically networked "Access Points" located throughout the City will promote maximum community-based access to the information and services available at the physical One Stop Center."
V, A	21, 7	Add: <i>"The central client information database will provide for secured, password-protected access to individual client records to assist in case management and tracking. Sensitive information will be provided with written client consent on a strictly need-to-know basis. Partners may collect additional information for their</i>



			<i>own records that will remain privileged."</i>
V, B Process for selecting One Stop Operator	22, "Help"	8	Strike paragraph beginning: "Before One Stop operator(s) can be determined...". Replace with <i>"San Francisco envisions a dynamic consortium of mandated partners and affiliates providing services through the One Stop Center system. Discussions among these partners are currently taking place regarding the organizational and decision making structure, as well as fiscal accountability and liability. This consortium will report to a Manager and staff employed by an operational/administrative entity to be contracted by the Local WIB. Consideration for this administrative contract will be restricted to non-service providers with a history of successful employment program administration, who demonstrate affinity for the diverse cultures of San Francisco, as well as knowledge of the local employer community and local employment resources."</i>
V, R Process to document failed negotiations for Memoranda of Understanding	30, "Help"	4	Add: <i>The Council as "Alternate Entity" will initiate negotiations for MOU's with all mandated partners no later than March 31. A timeline will be established for meetings and other work tasks needed to finalize the process. Minutes will be recorded, and correspondence documented. Any negotiation that does not result in a signed MOU by May 30, 2000 will be considered a "failed negotiation." Notification to the State WIB will be sent, with accompanying documentation of negotiations."</i>
VII, D Administrative Requirements	39, "Help"	8	Proposed definition of youth who require additional assistance to complete an educational program or to secure and hold employment : <i>"Persons aged 14 to 21 years who require supportive services and/or longer term education and skill training due to multiple barriers to employment, including: enrollment in special education, school drop-outs, students maintaining less than a "C" average, truants, persons with Limited English Proficiency, persons with disabilities including learning disabilities, physical and mental disabilities, and sensory impairments, offenders, single parents, non-custodial parents, pregnant women, persons with substance abuse and alcohol problems, homeless persons."</i>





# Equal Rights Advocates

Since 1974, Fighting for Women's Equality

February 10, 2000

**By Hand Delivery**

**Attention: Plan Comments**

Private Industry Council of San Francisco

1650 Mission Street, Suite 300

San Francisco, CA 94103-2490

Re: Comments to San Francisco's Five Year Strategic WIA Plan

Dear Sir/Madam:

Equal Rights Advocates (ERA) is a public interest law firm dedicated to ending discrimination against women and girls. We litigate, conduct public education campaigns and engage in legislative and administrative advocacy in the areas of welfare reform, affirmative action, sexual harassment in employment and schools, and sex discrimination in employment.

ERA is the lead agency for a statewide organizing project, Californians for Family Economic Self-Sufficiency (CFESS). CFESS is made up of more than 40 community-based organizations, advocates, and local and state agencies that work to promote policies that help welfare recipients and other low-income families escape poverty. CFESS has been working with various stakeholders in California on the planning and design of California's Workforce Investment Act implementation. We have also participated on several Workforce Investment Act-related committees in San Francisco.

Thank you for opportunity to submit comments to the San Francisco Draft Workforce Investment Act Plan. We appreciate the enormous work and efforts that have gone into drafting the plan. San Francisco has the opportunity to establish and operate a Workforce Investment System that truly meets the needs of jobseekers, employers and indeed, all San Franciscans. We hope that the following general and specific comments will assist the Strategic Transition Committee to develop a Five Year Plan that will meet these goals.

1. Executive Summary

Page 2, 2<sup>nd</sup> Paragraph:

We recommend deleting "citizens and qualified aliens" and inserting "eligible individuals". We should not restrict services (especially core services) only to citizens and qualified aliens. The federal law is not necessarily so restrictive. In San Francisco,

where so many individuals are immigrants, we should decide as a matter of policy that we would strive to offer services to whoever is eligible and needs services. We should adopt a broad interpretation of who is eligible to receive core services.

Page 2, 4<sup>th</sup> Paragraph: after “Individual Training Accounts” insert “and contracts” to clarify that training services will be provided through ITAs and contracts.

Page 2, 5<sup>th</sup> Paragraph: After “ADA” insert “Title VI of the Civil Rights Act of 1964, the Dymally-Alatorre Act, and any other federal, state or local law that provides for services to limited English proficient individuals.” We also recommend inserting at the end of this paragraph that: “San Francisco will deliver its workforce investment services in a manner that does not discriminate on the basis of religion, sex, sexual orientation, pregnancy or age.” This clarifies that San Francisco will ensure that workforce investment services do not discriminate on these bases.

Page 3, 1<sup>st</sup> Full Paragraph: We recommend that San Francisco conduct a labor market analysis that would provide all the information needed to implement the WIA plan in the most effective manner possible. This would include surveys and analysis of the unemployed and underemployed, focus group research of key employers, in addition to labor market analysis of job growth, wages and benefits offered by job openings, and the infrastructure (education and training, housing, transportation, childcare) available to meet the needs of workers and employers. This kind of approach is referred to as a “Sector Employment Intervention” strategy.

A sector strategy seeks to target higher wage jobs or jobs with the potential for higher wages for placement by low-income individuals. It accomplishes this by adding value to both the employer and the jobseeker. A sector approach begins with research but does not stop there. The next stage is to engage the employers, jobseekers and other stakeholders in development of ways to connect jobseekers to higher wage jobs. Several cities across the country, including in California, have used the sector approach in their welfare-to-work systems and in the design of their workforce investment systems. San Francisco should take the lead in California to use this approach in its WIA planning and implementation.

Commitment to a sector approach would also help San Francisco better serve workforce investment services seekers (both employers and jobseekers) by involving them in the design of educational, training and other services. Specifically, on pages 11-18, Section III.A., B. and D., the use of a sector approach would help San Francisco better design its workforce investment system and services, thus ensuring that employers and jobseekers receive help or resources that meet their particular needs. Without a sector approach, unfortunately, too many of the services and the new system design will merely match jobseekers to low wage jobs and at its worse create a mismatch between the services provided through the new system and what employers and jobseekers need.

## Local Vision and Goals

### Page 7, Section II. A.:

We recommend including the following broad vision statement in this section “San Francisco seeks to provide quality services and resources to employers, jobseekers, and other stakeholders to ensure full employment in jobs that pay enough to sustain healthy families. We endeavor to do so through the development of a Workforce Investment System that adds value to both the employer and the jobseeker, uses significant resources to target higher wage jobs (including nontraditional employment), promotes self-sufficiency through microenterprise and other small business training and support, offers up-assessments of skills, interests, aptitudes and barriers to employment and offers to eligible individuals services to remove barriers and increase skills, and that integrates First Source Hiring, Living Wage Ordinances, and other innovative proposals and policies.”

### Page 8, Subsection 3:

Insert at the end of the paragraph “including, but not limited to, microenterprise training and support opportunities, training for nontraditional occupations. They also will be able to acquire information about the wages needed for their family size and type to make ends meet without government assistance and the wages and benefits offered by available jobs.” The addition of this language in the Plan will ensure that important information that low-income and other individuals need to develop employment and income goals will be provided to them through the Workforce Investment System.

### Page 9, 1<sup>st</sup> Paragraph:

Insert “barriers” between “aptitudes” and “interests.” This clarifies that initial assessments shall also include identification of barriers to employment.

### Page 9, 2<sup>nd</sup> Paragraph:

Insert “career, drug, alcohol, domestic violence, or mental health” before “counseling.” This clarifies that intensive services may include, but is not limited to, counseling for removal of these barriers.

### Page 9, 3<sup>rd</sup> Paragraph:

Insert at the end of this paragraph “And specific outreach to low-income, minority, disabled, and immigrant communities.” This provides that San Francisco is committed to ensuring that Universal Access to the One-Stop System will specifically include disadvantaged communities.

### Page 10, Subsection B., 1<sup>st</sup> Paragraph:

On line 3, before “welfare recipients” insert “low-income and”. This clarifies that one of San Francisco’s goals is to help welfare recipients and other low-income individuals achieve self-sufficiency. Too often, we refer to one group without reference to the other group, when in reality many welfare recipients are the working poor. Moreover, many low-income individuals also need help with attaining self-sufficiency.

On line 4, after “customer-oriented” insert “individualized”. Inclusion of the word individualized highlights that San Francisco will strive to provide individualized attention to each customer (that is, afterall, the goal of a customer-focused service). What advocates, administrators, caseworkers and service providers hear repeatedly from welfare recipients is the Work First system does not work because it operates as a “one-size-fits-all” program. We must strive for a system that meets individuals’ needs.

Page 10, Subsection B., 2<sup>nd</sup> Paragraph: These recommendations relate to San Francisco’ broad strategic economic and workforce development goals.

Under number 1, insert “Full” at the beginning so that our goal is full-employment.

Under number 2, define “Self-Sufficiency” as “the minimum wages an adult must earn to make ends meet for his or her family size without government assistance.” In 1996, such a self-sufficiency standard was calculated in all 58 counties in California, including San Francisco. Californians for Family Economic Self-Sufficiency (CFESS) will update this standard in May, 2000. Numerous local Living Wage Campaigns in California (including in San Francisco) have relied on this standard, as has San Francisco’s Department of Human Services in its development of employment plans for welfare recipients.

Under number 4, after “efficient” insert “effective”.

Under number 7, insert “and safe” after “high performance”. Workplaces must be safe and high performance.

Insert new number 9: “Integration of infrastructure (childcare, transportation, education and training programs, affordable housing, etc.”

Insert new number 10: “Use of technology and training on the use of technology to ensure that all potential users and users can benefit from the system.”

Page 10, Subsection B., 3<sup>rd</sup> Paragraph: These recommendations refer to what San Francisco’s Workforce Investment System will provide. We recommend including language that clarifies that these lists are not exhaustive but merely illustrative.

Insert a new bullet between first and second one that says “Individual, up-front assessments to identify skills, aptitudes, experience, barriers and interest;”



Under the fourth bullet, insert at end “and provision of computer and technology training to jobseekers on how to use these features;”

Insert new bullet at end “Connection to childcare, transportation, affordable housing assistance, resources and referrals.”

Insert a new bullet at end “Co-location of counselors and social workers that can provide assessment, assistance and referrals for mental health, alcohol and substance abuse, domestic violence and mental and physical disability and accommodation issues.”

Insert a new bullet at end “Appropriate and equal services and opportunities for limited English proficient individuals.”

## 2. Labor Market Analysis

As stated above, we recommend that San Francisco take the lead in California by incorporating the sector employment intervention model of conducting labor market analysis and systems design. Much of the questions that the Draft Plan leaves unanswered in this section could be answered by conducting a sector analysis in San Francisco.

The Sector approach analyzes the available higher wage occupations in growth industries and the education and skills levels required for these jobs and then links this information to analysis of the existing skills sets of local unemployed and underemployed populations. Sector research also answers the question of what do employers in high growth industries need in terms of its workforce by involving employers in the design of programs that will meet their needs. Sector enhances and expands on traditional labor market analysis to ensure that this information is useful to jobseekers, trainers, educators, service providers, and employers. Throughout the country, there are numerous sector programs that successfully target higher wage employment for welfare recipients and other low-income individuals.

## 3. Leadership

We recommend clarifying this section to reflect the most recent decision of the Private Industry Council that application to the state for alternative entity designation should be conditioned on the non-approval of the local Workforce Investment Board (for technical or others reasons). The plan should state that it is San Francisco’s intention and desire to replace the existing structure with a newly formed local Workforce Investment Board.

We recommend that the Mayor appoint a new Local Workforce Investment Board, consisting of all mandatory members and at least one additional representative from the low-income advocacy community and one additional representative who is or recently was a welfare recipient. Inclusion of one of the most disadvantaged constituents directly affected by WIA will ensure that their concerns are considered.

Our recommendation is essentially choice number 4 on page 18 of the Draft Plan. Moreover, we believe that it would make sense to designate or certify the One-Stop operator(s) that currently exists: the various Career Centers. The LWIB should require that the consortium of partners form a nonprofit corporation with a Board of Directors. The chair of the Board of the One-Stop also should be a member of the LWIB. Under this structure, the LWIB can focus on the policies, supervision and “big picture” issues faced by the entire Workforce Investment System, while leaving the day-to-day operational issues faced by the One-Stop system to the One-Stop Board and staff. To ensure maximum participation, cooperation and accountability, the One Stop Operator should be expanded to include not only the mandatory partners but also those community-based groups that have demonstrated effectiveness in reaching and serving low-income and other disadvantaged communities.

In accordance with federal law, the LWIB could at some point decertify or terminate the One-Stop and certify a different operator in the event that the One-Stop is not meeting its goals or purposes.

#### 4. Local One-Stop Service Delivery System

##### Page 23, 2<sup>nd</sup> Full Paragraph:

On the first line, insert “effective communication” after “infrastructure”. A key to operating an effective One-Stop System will be effective communication among all mandatory and nonmandatory partners. We recommend inserting language that clarifies that San Francisco will certify a One-Stop operator that will include some community-based service providers that are not mandatory partners. We also recommend that One-Stop operator staff receive appropriate training about all the partner programs, contracted services, and certified trainer programs. Finally, we recommend that San Francisco set aside funds to assist nonprofit service providers to become certified providers and develop public relations materials so they can compete with for-profit and other entities that may have more resources than smaller, nonprofit providers.

##### Page 23, Subsection D:

Under this first paragraph, next to last sentence, we recommend inserting “individual, up-front” before the word “assessment”.

Under the second paragraph in this section, we recommend clearly stating that intensive services will include short-term educational and/or training programs, where appropriate.

We commend the drafters of the plan for inclusion of the third paragraph under this subsection, which states that San Francisco will not operate a “failure-based system.” We recommend also including language from the federal regulations that state that

“There is no minimum amount of time that a customer must spend in each service (core, intensive, training) before being allowed to move to the next level of service.”

Page 24, Subsection F:

To ensure that San Francisco will meet the needs of displaced homemakers, welfare recipients and other women, we recommend inserting at the end of the second paragraph of this section: “San Francisco plans to incorporate information about and training in nontraditional occupations throughout its workforce investment system. We plan to ensure that a sufficient range of certified providers are available to provide training in nontraditional occupations.”

In the fourth paragraph, we recommend rewriting it to state: “Those with limited English proficiency will be offered services including but not limited to appropriate ESL or contextualized ESL and job training programs.”

In the last full paragraph, third line down, we recommend inserting “barriers” after the word “abilities”. At the end of this paragraph, we recommend inserting: “Core services will also include information and counseling about each individual’s self-sufficiency standard – the wage she or he needs to earn to make ends meet for her or his family size, without government assistance.”

Page 25, Intensive Services:

Again, we recommend defining “self-sufficiency” as used in the first paragraph to mean “the amount of wages an individual needs to earn to make ends meet for his or her family size without government assistance.”

In the last full paragraph of intensive services section, again, we recommend clarifying that intensive services can include short-term education and/or training programs.

Page 25, Training Services:

At the end of the first paragraph, we recommend deleting the sentence “The training must be directly linked to the employment opportunities in the city.” Instead, we recommend allowing vouchers to be used for employment that may exist in cities other than San Francisco, so long as the employment exists. Similarly, we recommend allowing use of vouchers issued in San Francisco to be used in programs outside of the city. This would allow for the most flexibility, which is particularly need in the Bay Area, where much of the success of San Francisco is connected to the residents, businesses, economy and infrastructure of nearby cities.

We recommend that the Draft Plan indicate that services, including training services through ITA’s or contracts may include a package of different services. For example, a jobseeker may require literacy and job training skills. These needs may be

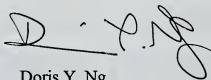
met through training that contextualizes literacy and job skills training. Or, these needs may be met through job skills training delivered by one provider and literacy through another provider. The ITA should be flexible enough to cover a package of services.

Page 26, Subsection H:

We recommend inserting language that expresses San Francisco's intent to comply with requirements for immigrants and the limited English proficient population, including federal, state and local laws. We also recommend that San Francisco include in its plan that it will ensure nondiscrimination and equal opportunity by close monitoring of the system, establishing an effective and speedy grievance system, review of reporting requirements that contain demographic data of persons served, and through evaluation of the delivery of services to disadvantaged populations, including but not limited to ensuring a sufficient range of certified providers that provide services for limited English proficient individuals.

Thank you for considering these comments. Please call me if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Y. Ng', with a horizontal line extending from the left side.

Doris Y. Ng  
Staff Attorney and Director of Californians for  
Family Economic Self-Sufficiency (CFESS)

cc: Cindy Marano, Wider Opportunities for Women

# Public Testimony

**To:** Workforce Investment Act Transition Committee  
**From:** Gary Knoblock & Rebecca Brockert, Co-Chairs of the Homeless Employment Collaboration  
**Date:** 02/09/2000  
**Re:** Employment needs of Homeless and Formerly Homeless San Franciscans

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Ten experienced agencies came together 4 years ago to create the Homeless Employment Collaboration (HEC) to create a network of employment services equipped to address the complex needs of homeless and formerly adults who are trying to reenter the workforce. The HEC emerged out of frustration that the JTPA system was unable to address the needs of a population confronting multiple barriers to work.

As California and San Francisco move towards implementation of the local WIA Plan, we want to reinforce the basic principles that need to be included if we are going to meet the needs of homeless and formerly homeless job seekers.

Experience has taught us that an effective WIA plan must include the following:

- ❑ **Prioritize resources for homeless job seekers:** Resources available under WIA need to be prioritized to meet the complex needs of homeless and formerly homeless people because they are confronting complex barriers to gaining sustainable employment.
- ❑ **Wholistic services needed:** Homeless and formerly homeless job seekers will not benefit from stand-alone vocational and educational services but need services that are integrated with support services such as housing and case management.
- ❑ **Contracts are better payment method:** A "Voucher" funding method, while appealing as a way to use the market place to ensure high quality, is misleading and inappropriate for the homeless and formerly homeless population: many traditional vocational programs are not equipped to effectively address the myriad of barriers confronting homeless and formerly homeless people who want to go to work.
- ❑ **Set Realistic Performance Standards:** Performance standards for specific populations should be adjusted based on experiential data from past performance outcomes for those groups. A universal, fixed high performance standard would foster recruitment and selection of persons who are most likely to succeed rather than the most needy.

- **CBO Involvement:** CBOs and their constituencies need to be fully and democratically represented in strategic planning activities for California's and San Francisco's transition to the Workforce Investment Act and in the One Stop Career Centers.

**Members of the Homeless Employment Collaboration**

Arriba Juntos

Goodwill Industries

Central City Hospitality House

Episcopal Community Services

Catholic Charities

Community Housing Partnership

Toolworks

Northern California Service League

San Francisco Vocational Services

Swords to Plowshares

Mission Hiring Hall





## ACCESS POINT COLLABORATIVE

**Definition:** **Access Points** *n. (ak'ses points)* – agencies throughout the city where customers (job, education, and training seekers, employers, and service providers) can access, directly or through a referral process, services available within the One Stop system.

This statement has been drafted to help clarify what seems to be for many a mystery. The One Stop Access Point Collaborative would like to bring a greater understanding to all concerning the role of our group and its accomplishments to-date. As detailed in the One-Stop grants, the Access Point concept was included in the initial plans for a One Stop system in San Francisco. For more than two years, the Access Point Workgroup has been meeting to discuss and model the role of community-based organizations in the local One Stop system. Driven by the plans outlined in the One-Stop grants, the group has been meeting consistently to accomplish these tasks. Members have contributed significant amounts of time to address issues critical to the day-to-day operations of agencies that serve the neediest populations. For those attending the meetings, it has been an opportunity to bring problems, such as technical issues, to the Collaborative table for discussion and solution. Through a series of surveys, comprehensive information - about who provides what services where - has been collected and shared. By rotating the meeting locations, the group has toured the facilities of 12 different agencies. Through the development of the One Stop web site, the Access Points have created a way to share client information, make inter-agency referrals, and exchange information electronically. Each project that we have taken on has been approached in a collaborative spirit. Relationships and linkages have strengthened the alliance - originally made up of 16 agencies, the Collaborative has since doubled to 32, and continues to grow. The benefits of interagency collaboration, though challenging, have become obvious. Some of the advantages for the Access Points have included increased electronic capacity, training opportunities, and joint marketing efforts.

Attached please find a copy of the Access Point Information packet, containing documents detailing many of the activities, agreements, and other projects we have completed.



## Access Point Collaborative

### RECOMMENDATIONS

#### 1. REPRESENTATION

We recommend that -

- this Collaborative be represented as a partner on the local WIB with an MOU (in addition to other CBO representatives)
- this Collaborative participate in the operational functions of the One Stop system through active participation on appropriate committees

#### 2. UNIVERSAL ACCESS

We recommend that -

- this Collaborative be recognized for providing universal access to services for all populations, especially those that have special needs and/or multiple barriers to employment
- there be multiple physical points of entry into the One Stop system that incorporates Access Points and not be limited to the Career Centers
- the Access Point Collaborative have a presence at the Centers, on the One Stop web site, and in marketing materials for the One Stop system

#### 3. ELECTRONIC SYSTEM

We recommend that

- the plan promotes the widespread use of the One Stop electronic system and expand its current capacity
- the One Stop system deploy a client tracking / case management system for management of client data

#### 4. CONTRACTS AND VOUCHERS

We recommend that -

- The plan supports the utilization of both contracts and vouchers, taking into account the successful track record of the current system of contracting

#### 5. CERTIFICATION OF ELIGIBLE SERVICE PROVIDERS

We recommend that -

- the Access Point Collaborative be included in the process of defining criteria for determining eligibility of service providers
- existing employment and training programs with a successful track record be recommended for certification



## ACCESS POINT COLLABORATIVE

SCOPE OF ACTIVITIES  
JANUARY '98 - JANUARY 2000

Jan. '98	<ul style="list-style-type: none"> <li>Held first meeting of the Access Point Workgroup, with 16 agencies</li> <li>Began defining the roles and responsibilities               <ul style="list-style-type: none"> <li>Designated staff, share information, make referrals, participate in projects</li> </ul> </li> <li>And listing the benefits               <ul style="list-style-type: none"> <li>Includes resources, referrals, technical support, equipment, and training</li> </ul> </li> </ul>
Feb. '98	<ul style="list-style-type: none"> <li>Toured Career Link Center</li> <li>Defined core services for employers and jobseekers</li> <li>Reviewed roles and benefits of the Access Points</li> <li>Distributed <b>Technology Survey</b></li> <li>Defined elements of MOU's – distribute draft "Letter of Agreement"</li> </ul>
Mar '98	<ul style="list-style-type: none"> <li>Submitted Technology Grant proposal</li> <li>Charted and distributed results of Technology Survey</li> <li>Drafted <b>Access Point Participation Agreement</b></li> </ul>
April '98	<ul style="list-style-type: none"> <li>Began planning web site</li> <li>Defined the role of the Access Point 'ambassador'               <ul style="list-style-type: none"> <li>the point person from each agency to handle all communications with One Stop, attend meetings, provide current information, attend trainings</li> </ul> </li> </ul>
May '98	<ul style="list-style-type: none"> <li>Participated in Technology Roundtable with State Electronic One Stop</li> <li>Began developing marketing plan for Access Points</li> </ul>
June '98	<ul style="list-style-type: none"> <li>Distributed <b>Access Point Survey</b> and <b>Survey Guidelines</b></li> <li>Discussed criteria and priorities for distributing Technology Grant equipment</li> <li>Defined the identity of One Stop San Francisco on the Internet</li> </ul>
July '98	<ul style="list-style-type: none"> <li>Issued RFP for web site development</li> <li>Attended training for SFPL Community Connection database</li> <li>Distributed <b>Survey Results</b></li> </ul>
Aug. '98	<ul style="list-style-type: none"> <li>Provided input for proposal reviews for web site development</li> <li>Establish timeline for distributing equipment and training</li> <li>Attended all-day web site usability workshop</li> </ul>
Sept. '98	<ul style="list-style-type: none"> <li>Selected web site development firm of 415 Productions</li> <li>Discussed web site issues such as usability, content, and special needs</li> <li>Planned to 'Train the Trainer', will include computer and Internet basics</li> </ul>
Oct. '98	<ul style="list-style-type: none"> <li>Clarify web site issues such as translation of other languages &amp; field-testing</li> <li>Discuss potential for electronic client tracking and case management</li> </ul>
Nov. '98	<ul style="list-style-type: none"> <li>Discuss follow-up/tracking, including reporting, outcomes, and placements</li> <li>Distribute skills survey to identify training needs of Access Point staff</li> <li>Identify other technical issues such as Internet access, wiring, networking</li> </ul>
Dec '98	<ul style="list-style-type: none"> <li>Focus group with 415 - skills standards, what employers are asking for</li> <li>ITEC conference, One Stop best practices and technology products</li> </ul>

Jan '99	<ul style="list-style-type: none"> <li>Conducted a series of working meetings to design <b>Skills Bank</b></li> <li>Completed round of surveys conducted by 415 for web site "wish list"</li> <li>Provided input regarding the selection of computer training provider</li> </ul>
Feb '99	<ul style="list-style-type: none"> <li>Previewed and critiqued first phase of web site</li> <li>Attended training for SFPL Community Connection database</li> </ul>
March '99	<ul style="list-style-type: none"> <li>Focus groups with 415 Productions</li> <li>Field-tested web site with Access Point staff and clients</li> </ul>
April '99	<ul style="list-style-type: none"> <li>Critiqued draft of <b>Computer Equipment MOU</b></li> <li>Began distributing computers to Access Point agencies</li> </ul>
May '99	<ul style="list-style-type: none"> <li>Distributed coupons for computer training at New Horizons</li> <li>Discussed overview of Workforce Investment Act</li> <li>Coordinated pilot of Skills Bank</li> </ul>
June '99	<ul style="list-style-type: none"> <li>Distributed free Internet access accounts to Access Points</li> <li>Conducted web site orientations</li> </ul>
July '99	<ul style="list-style-type: none"> <li>Participated in field tests and trainings</li> <li>Continued distribution of computers to Access Points</li> </ul>
August '99	<ul style="list-style-type: none"> <li>Began discussions for phase two of web site project</li> <li>Identified issues critical to Access Points for future meetings <ul style="list-style-type: none"> <li>Priorities to include impact of the new legislation and addressing technology needs</li> </ul> </li> </ul>
Sept. '99	<ul style="list-style-type: none"> <li>Formed team for phase two of web site development</li> <li>Advanced discussions concerning Workforce Investment Act and the CBO</li> </ul>
Oct. – Dec. '99	<ul style="list-style-type: none"> <li>Conducted discussions concerning the role of the Access Point Workgroup</li> <li>Continued planning for the electronic system and increased connectivity</li> <li>Proposed ways for Access Points to participate as One Stop partners</li> </ul>



# SAN FRANCISCO HOUSING AUTHORITY

440 TURK STREET • SAN FRANCISCO, CALIFORNIA 94102 • (415) 554-1200

February 10, 2000

The Private Industry Council  
Of San Francisco, Inc.  
1650 Mission Street, Suite 300  
San Francisco, CA 94103

Dear Council Members:

On behalf of the San Francisco Housing Authority and Executive Director Ronnie Davis, I would like to commend the *Private Industry Council* for its efforts in providing job training opportunities for residents of public housing.

The Housing Authority is also quite happy that it has a representative on the Transitional Youth Committee as outlined under the *Workforce Investment Act*. The Housing Authority cherishes the opportunity to work with others in the community in formulating a strategic plan that will train residents for 21<sup>st</sup> century employment opportunities.

This evening, I would like to talk about the importance of maintaining a viable summer youth employment program. Over the last three years over 900 Housing Authority youths have participated in PIC-sponsored summer jobs. For many of these residents, it was their first job. We at the Housing Authority are actively promoting economic self-sufficiency among the residents we serve. Summer youth jobs are an integral part of that promotion.


We at the Housing Authority will work with the Council and staff to preserve this program and to find a way to recover approximately 225 summer job slots that were reserved for Housing Authority youths. These slots are now gone because the consent decree between the *San Francisco Unified School District* and the *National Association For the Advancement of Colored People* no longer exists.

We have a booming economy right now. However, most of the residents of public housing have not shared in these robust times. There is still a great need for job training programs, entry-level jobs and summer jobs that emphasize quality soft-skill development. **PIC's summer youth employment program does this.** That is one of the primary reasons why the Housing Authority has a *Memorandum of Understanding* with the Private Industry Council.

(2)

In closing, I want to reiterate the Housing Authority's desire to continue to participate in the WIA planning process and its desire for a robust summer youth employment program in the year 2000. Thank you very much.

Sincerely,



Buddy Tate Choy  
Deputy Administrator  
Social Services Department

Cc: Ronnie Davis, Executive Director, San Francisco Housing Authority  
Sharen Hewitt, Executive Office, San Francisco Housing Authority





# **Young Community Developers, Incorporated**

(415) 822-3491 / 1715 Yosemite Avenue San Francisco, CA 94124 / Fax (415) 822-4958

## **Public Comment on the City and County San Francisco's Draft Workforce Development Plan**

Young Community Developers, Inc. is the primary employment and training entity in the Southeast sector of San Francisco. Since 1973, through successful program implementation the organization has become the primary job placement organization and the only entity in the southeast sector offering free hard skills training for community residents. The Bayview community has been historically disconnected from the labor market for a variety of reasons. Primary reasons for this is the lack of job readiness and vocational training and limited employment opportunities within the community and poor access to opportunities outside the community. This dilemma is the direct result of malign neglect and geographical isolation.

For many years, YCD has been the primary facilitator of services for youth and adults via JTPA resources. Our SYETP, OJT and IR programs have been extremely successful in facilitating access into the labor market. The unresolved issues and gaps in service provision that exist in this first draft of the Strategic Workforce Investment Plan cause great concern for the populations we serve.

In accordance with legislation, it is your intent to streamline services currently offered through multiple agencies and locations by consolidating services through One-Stop Centers and Access Points. As the only Access Point in the Southeast sector, it is clear that the role of the Access Points must be significantly increased as we act as the first and often only point of contact with local job seekers and employers. Formal MOUs between the Access Point local One-Stops must be developed. These MOUs should outline roles and responsibilities in an effort to eliminate gaps in service. Co-location is a concrete method of insuring continuity of service implementation.

If one of the goals of this plan is to help individuals manage their own careers, we must first understand that individuals must be given the tools and mindset that would facilitate this self-management. For various cultural, institutional and geographical reasons some communities, like Bayview, have greater disconnection to the labor market than other communities. Legislation requires the establishment of Individual Training Accounts. This is certain to be problematic for a client with limited exposure to training methodology, career options, labor market and most importantly, limited understand of this evolving service delivery system. Thus, the plan should maintain some level of flexibility to allow appropriate allocation of resources to address these realities. And, this allocation should be framed in a manner that meets legislative guidelines however, executed using the current training subcontract model for organizations with good track records and cultural competence.

The expansion of the role of City College as it pertains to service delivery must be examined closely. City College is an institution that provides training and to that end they accomplish this goal. For those individuals who possess the initiative, comfort level and appropriate academic foundations, City College works well. However, research indicates that the number of low-income, African Americans entering and completing coursework that furthers their career success is disproportionately low when compared to the rest of the population. The demographics of the Bayview population suggest that many of these residents need supportive services, educational remediation that is culturally competent and exposure to the world of work. A system that does

***"Without The Youth, There Is No Tomorrow"***

*Job Referrals, Chemical Dependency, Family Crisis Intervention, Counseling Services*

not make provisions for this reality inherently excludes the very population identified as a primary target group for service. This type of grassroots work can only be accomplished by the CBO community. As a result of Welfare to Work legislation, individuals requiring training and placement represent the hardest to serve population, possess multiple barriers to employment requiring Intensive Services. These are people who typically will not use City College facilities to meet their training needs because of their problematic relationships with formalized educational and employment institutions.

Regarding youth services, for the first time in over a decade youth may not have an opportunity to work and begin their exposure to the labor market because this plan is not completed. The task of educating youth about the world of work should be one that allows maximum participation. Although we understand the simplicity and continuity of having youth summer and year-round activities combined, it is our experience that this limits the inclusion of new students whom for, whatever reason, missed the start of one program. It is also our position that this process, in terms of planning and implementation, must be inclusive of all organizations who have successful youth programs so as to reduce duplication and create this "no wrong door" concept for youth.

Finally, Young Community Developers supports the concept of the San Francisco Private Industry Council acting as the "Agent" of the "Partnership" between the WIB and the Mayor, responsible for contract negotiations with all service providers under their governance. And the list of principle partners must include all Access Points and at least one individual that represents CBOs as providers and employers. The plan indicates that all the "Core Services" will take place at the One-Stop Center. This does not take into account the reality that the Access Points are already providing many of these "Core Services".

#### **General Points of Concern not addressed in Current Plan**

- The plan seems to ignore current deficiencies in the One-Stop system
- The language in the plan utilizes terminology that is subjective and unclear as to who is responsible for making determination regarding quality, efficacy, etc.
- There exists no mention of CBO provision of construction-occupational training
- The plan does not address issue of how CBOs can get certified for training, understanding that most will not qualify under legislated standards, how can they become eligible to provide training and receive ITA vouchers.
- The plan does not identify who will certify training entities and what will be the criteria for certification.
- The plan lacks a realistic picture of the labor market for individuals with limited work histories, skills and career exposure.

**KOREAN CENTER, INC.**

**Intercultural Institute of California**  
**가 주 국 제 문 화 대 학**

1362 Post Street  
San Francisco, CA 94109  
441-1881 (415) TEL  
885-4155 (415) FAX

February 2, 2000

Raymond R. Holland  
Interim President  
Private Industry Council of San Francisco  
1650 Mission Street  
Suite 300  
San Francisco, California 94103-2490

**Re: Five-Year, Strategic Workforce Investment Plan;  
One-Stop Access Points – Other Languages**

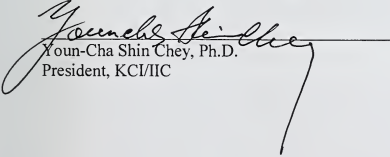
Dear Mr. Holland and Committee Members:

Upon review of the Workforce Investment Plan, we at the Korean Center, Inc., (KCI)/ Intercultural Institute of California (IIC) wish to express our concern for non-English speaking clients. From previous meetings, we understand that generally there are few translators available for non-English speakers at the One-Stop Access Points.

Thus, we request that the KCI/IIC be added to the list of One-Stop Access Points in your draft, Attachment 4. And wherever applicable in the draft, you might mention that as a One-Stop Access Point we can provide information to clients in Korean, Russian, Japanese and Chinese.

Thank you.

Very truly yours,

  
Yoon-Cha Shin Chey, Ph.D.  
President, KCI/IIC





RECEIVED FEB 07 2000

Date: February 7, 2000  
To: PIC Strategic Transition Committee  
From: Jennie Carpenter  
Project Manager, Walden House, Inc. DOL Employment Retention Project  
Re: Comments on Five-Year Strategic Workforce Investment Plan

The following points address concerns raised by my review of the first draft of San Francisco's Five-Year Local Workforce Investment Plan:

### Inclusion of Non-Profit Sector as Part of San Francisco's Economic Base

As written, the draft plan's executive summary presents a limited vision of San Francisco's economic base. With the plan's emphasis on the business sector, the non-profit sector is overlooked as a significant contributor to San Francisco's economy, as well as that of the region as a whole. San Francisco's public and private non-profits employ tens of thousands of people, and pump millions of dollars into the local, and regional, economies. For this reason, it is critical that the non-profit sector is included in the San Francisco Workforce Area plan development, and that its inclusion be made specific.

### Workforce Needs

A more detailed analysis of how certain objective conditions impact San Francisco's workforce accessibility is in order. San Francisco's lack of affordable housing, inadequate local and regional transportation systems, and the high cost, and insufficient supply, of child care may play a significant role in local employers' ability to attract and retain skilled workers. Efficient, streamlined training systems alone will not solve the area's workforce needs. This is of particular significance in light of the plan's strategic goal of economic self-sufficiency and a decrease in welfare dependency (Section II, B. p.10). While these concerns are identified in the plan's labor market analysis (Section III, A. p. 11), no suggestion is offered as to how they will be addressed at local and regional levels, or how efforts to resolve these insufficiencies will be integrated into long-term, strategic workforce system planning.

### Wage and Salary Issues

Neither the plan's executive summary, its section on local vision and goals, nor its labor market analysis address wage and salary issues. It seems that the plan's broad strategic economic and workforce development goals (Section II B, p. 10) fall short. In the context of today's global economy, "remaining competitive" generally calls for containing labor costs. This goal is likely to conflict with workers' interest in being paid wages at a level sufficient to meet San Francisco's extremely high cost of living. San Francisco's workforce investment strategies need to address the pull between these forces.

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### Performance Measures

In its executive summary the draft plan identifies the local Workforce Investment Board as having the responsibility for establishing performance levels for all workforce programs. It is important that these standards be realistic, and take into consideration factors such as varying rates of participation in the workforce, and how that may impact on earnings and ability to complete training or other jobs programs. For example, women's participation in the workforce varies from that of men because their work history is often punctuated by the need to care for family members.

In a 1993 study by the Institute for Women's Policy Research, data on work pattern characteristics of men and women were compared, and it was noted that women were less likely than men to work full-time, full-year for a single employer. They were more likely to work part-time, full-year and package wage and salary jobs. ("Exploring the Characteristics of Self-Employment and Part-Time Work Among Women", Roberta Spalter-Roth, Heidi Hartmann, Lois Shaw, Institute for Women's Policy Research, Washington, D.C., May 1993). This pattern of employment for women may, as a group, impact their earnings gain and impede the pace at which they enter and complete training programs.

Additionally, over time, performance standards may need to factor in broader economic forces that impact wage levels. For example, federal economic policies intended to address the "overheating" of the economy (moves to increase the interest rate with the goal in mind of curbing inflation are also designed to contain wage levels in a tight labor market) may have the longer term effect of stagnating wages.



## E-MAIL COMMENTS

**(10)From: John R. Cammidge** (fwd. from R. Holland)

Date: Wed, 12 Jan 2000 15:35:03 -0800

(Excerpt) For clarification, the motion presented was that the PIC adopts the recommendation of the Strategic Transition Committee to recommend that a new San Francisco Workforce Investment Board be established under the provisions of the Federal Workforce Investment Act, but that a proviso be added requiring that during the transition period, until the new entity is formed and is functioning, that the PIC continues its current role and is designated as an "alternative entity" if this is legally required to allow it to continue providing training services to its customers in San Francisco.

**(11)From: JKM227**

Date: Fri, 28 Jan 2000 20:22:35 EST

Ray & colleagues - Just read your draft, and found lots to like. Just a couple of comments:

On page 39, item E - could this refer back to language such as is found on page 35, item number 2, paragraph 4?

On page 36, item 5 - Can youth be hooked to GED programs through Beacon Centers?

On page 27, item M - I don't know if there are many applicants for agricultural employment, because this section doesn't state that. If there are applicants, but you're saying that there are no positions; it seems that you might be missing a link with some of your (and our) resource partners. What about SLUG? What about Recreation & Parks (Parks Division)? What about the Ornamental Horticultural Department at City College? Did you know that the Cole Hardware monthly newsletter, which has a section covering their extensive contractor referral service, is advertising in the issue that came in the mail on January 27th for gardeners? Through personal contacts, I'm aware that they're desperate. Also, I have tried to hire gardeners through City College's referral service, and none are available - all too busy! Makes me think.... how about you?

**(12)From: Intercultural Institute of California**

Date: Wed, 2 Feb 2000 12:18:10 -0800

Dear Mr. Holland and Committee Members (Re: One-Stop Access Points):

We at the Korean Center, Inc.(KCI)/ Intercultural Institute of California (IIC) wish to express our concern for non-English speaking clients. From previous meetings, we understand that generally there are few translators available for non-English speakers at the One-Stop Access Points.

Thus, we request that the KCI/IIC be added to the list of One-Stop Access Points in your draft, Attachment 4. And wherever applicable in the draft, you might mention that as a One-Stop Access Point we can provide information to clients in Korean and Russian, and (limited) Japanese and Chinese.

We will follow-up this e-mail message up with a hard-copy. Thank you. Very truly yours,  
Jonathan D. "Jack" Suss, Development Director, Youn-Cha Shin Chey, Ph.D., President, KCI/IIC

**(13)From: Self-Help for the Elderly**

Date: Wed, 10 Feb 2000

To: Raymond R. Holland, Interim President of Private Industry Council

SUBJECT: Correction of February 8 Comments on the Jan. 25, 2000 Draft of the San Francisco Strategic Five-Year Local Workforce Investment Plan

1. Local Vision and Goals (II)- On July 1st 2000, the title I of the new law, WIA will eliminate and replace

JTPA Section 204 (d) set-aside program for the older workers (Title II A, 5% OIP). In view of that and due to hard to surmount multiple barriers to employment, the greater need and disadvantageous position of the older worker should be particularly addressed and spelled out in the five-year plan. It should be justified to mention that the amount of the grants and funds of the JTPA for the older worker eliminated would be matched or topped by that of the WIA. The breakdown is as follows: (a) from "JTPA Hold Harmless Provisions" to the PY2000 allocation of WIA funds not to be less than approximately 90% of the PY' 99 JTPA funds (Title II A, 5% OIP over 55 years old). (b) other ten percent or more from Title I Adult of WIA , YP'2K Allocation, to replace the JTPA Title II A (77% Formula) for those between 45 and 55 years old segment which was recommended to be also as OIP by the Working Group, 1/12/00 for the Local Plan. (c ) additional can be from CalWorks, Welfare to Work, and etc.

2. Leadership (IV A.)- For the new members to be included in the Council for the expansion, the new legislation recommended that the number should "be limited to reduce the possibility of a very large/cumbersome board". 127 members seem large comparing to 41, 49, or 113. Beside all Mandatory One Stop Partner selected, each of the other members should represent a unique group. Duplication should be avoided. For example, each of the following groups represents a unique interest community: Veteran, Rehabilitation, Elderly, and etc.

Lau M. Leong, Project Director, Self-Help for the Elderly

**(14)From: Michael Blecker, Swords to Plowshares**

Date: 19 Jan. / 10 Feb 2000

Subject: Comments re Local Plan

I'm proposing the following two sentences serve to open Section II. Local Vision And Goals: "In San Francisco there is a widening gap between skilled and unskilled workers. Recognizing the harsh consequences for those left behind, the City is committed to designing and implementing a workforce system that prioritizes scarce WIA resources for those with multiple barriers to employment."

I believe the remaining narrative of A. 1 can be kept intact. Please let me know if you have any questions. Thanks.



John R. Cammidge on 02/11/2000 03:59:36 PM

Sent by: Colleen D. Wood

To: w.dixon@picsf.com

cc:

Subject: 5-Year Strategic Plan - San Francisco

Dear Wes,

I am sending these thoughts/recommendations to you today, based on last night's public testimony, because of the short period of time that exists before the next draft of the 5-Year Strategic Plan for San Francisco needs to be sent to the Strategic Transition & Transitional Youth of the committees. I have not had time to carefully study the written testimony but would hope that at least some of the following items are factored into the second draft.

- Recognize the existence and use of multiple and multicultural learning centers for youth where there is a track record of successful job placement. We should not restrict ourselves to conventional points of learning (e.g., City College) when customers can be better served elsewhere (Young Community Developers).
- We need to be clear on what will constitute a "one step center" and how we connect all of them to ensure that we create an integrated job skills development program.
- I would like to see a little more assessment of the types, levels and numbers of jobs that we expect either to be created in San Francisco over the next 5 years or that will become vacant because of career movement, and where and how we intend to target specific employment entry points. We should be clear on how we will address large, medium and small business needs. Also, over time, we need to better understand career ladders in the City and how we use this knowledge to provide more effective employment development.
- Hopefully we will give some specific recognition to the multiple barrier problems of youths 14-17.
- It would be useful to recognize our different ethnic constituents in San Francisco and how we will make it easy and customer friendly for them to access one-step centers; this goal should include mention of undocumented aliens.
- I am fine if we devote a separate paragraph (or more) to the value of CBO's and the need to carefully balance their use with the introduction of vouchers. The goal should be maximizing the number and proportion of successful placements, using whatever means are necessary to achieve this optimal result. We should also illustrate some of the excellent work and processes that individual CBO's have implemented in San Francisco, and indicate how we plan to leverage these ideas to improve the effectiveness of employment development in the City and County of San Francisco.
- If possible, we should be clearer on our expected composition of the new WIB (post "interim" PIC) in order to establish a representative, yet manageable, Board, and not create false expectations among the CBO's who seem to want broad WIB representation.
- I am fine with us acting courageously ("brave" according to Steve Bingham), but at the same time we should retain flexibility and choice in the overall plan so that we can adapt execution to the circumstances we find as we move forward with strategic plan implementation.
- On the "trades" and union issue, this may need more of a focus from an overall career management aspect rather than specific funding of trade apprenticeships. Nevertheless, it should be addressed in the Plan text.
- More detail on how we plan to incorporate and prioritize the homeless customer base. Clearly there are trade offs here between numbers placed and the cost of each placement; yet somehow, we need to address all customer groups fairly and creatively.
- Be specific on ESL as a significant barrier for the refugee community.
- Our vision on the use of technology might also be worth some detail. How will we use web-based

enablers to quickly diagnose customer needs, effect necessary skill development, and find appropriate job placements. This should be done in a way that connects all the one step entry points so that there is an integrated and cohesive approach to addressing multiple barriers to employment in San Francisco

Words, I know, are easy; actions much more difficult. However, if we don't get the right words in our 5-Year Strategic Plan, I worry that there will be no audit trail that will enable evaluation of our successes and failures five years from now. I trust that the above thoughts will be helpful.

John R. Cammidge



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

NOTICE OF A PUBLIC MEETING  
OF THE TRANSITIONAL YOUTH COUNCIL

DOCUMENTS DEPT.

APR 12 2000

SAN FRANCISCO  
PUBLIC LIBRARY

DATE: Monday, April 17, 2000  
TIME: 9:00 - 11:00 a.m.  
LOCATION: 1650 Mission Street  
2nd Floor, Conference Room 1

PROPOSED AGENDA

1. Public Testimony on Proposed Agenda Items \*
2. Adoption of an Agenda \*
3. Adoption of Minutes for the Council's February 15, 2000 meeting (enclosed) \*
4. WIA Youth Program Design and Solicitation Criteria\*\*
5. Public Testimony on Items Not on the Agenda
6. Adjournment

\* May require action by the Transitional Youth Council

\*\* To be hand delivered to Transitional Youth Council members

Issued Monday, April 10, 2000



If you require special accommodation due to a disability, please call Roberta Fazande  
at 415-431-8700 or TDD 800-735-2929 (CRS) at least 72 hours in advance.

**Know your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)**

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415-554-6083.





7/00 draft

kasition

m. 1



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

DRAFT MINUTES OF THE APRIL 17, 2000 MEETING OF THE  
TRANSITIONAL YOUTH COUNCIL

**PRESENT:**

Bob Anyon, Lucy Scarbrough (Co-Chairs) Rufus Davis, Lonnie Holmes, Tom Latham, Tom Ryan, Vivian Stern-Turner, Pamela Ulmer.

**ABSENT:**

Sharon Alford, Deborah Alvarez-Rodriguez, Ann Cochrane, Paul Cohen, Dorian Hearnton, Marquitta Mayes, Art Tapia.

DOCUMENTS DEPT.

Bob Anyon reported that co-chair Lucy Scarbrough is on vacation through January 24th.

APR 25 2000

The meeting was called to order by Lucy Scarbrough, Co-chair, at 9:15 a.m.

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*Motion to adopt the agenda.*

It was moved by Tom Ryan and seconded by Lucy Scarbrough

Ayes: Rufus Davis, Lonnie Holmes, Tom Latham, Tom Ryan, Vivian Stern-Turner, Pamela Ulmer.

Nays: None.

Abstentions: None.

The motion passed.

*Motion to accept the draft minutes of the February 15, 2000 meeting of the Transitional Youth Council as submitted.*

It was moved by Vivian Stern-Turner and seconded by Lucy Scarbrough

Ayes: Rufus Davis, Lonnie Holmes, Tom Latham, Tom Ryan, Vivian Stern-Turner, Pamela Ulmer.

Nays: None.

Abstentions: None.

The motion passed.

Discussion focused on the PIC staff recommendations for the Workforce Investment Act Youth Program Design and proposal selection criteria that would serve as the basis for a Request For Proposal (RFP). Members of the TYC requested clarification on specific items related to the program design and selection criteria.

One of the major issues related to the need for proponents to provide follow-up services for 12 months, which is a major departure from the Job Training Partnership Act traditional Summer Youth Employment and Training Program (SYETP) that provided paid work experience during the summer only and had no follow up requirements.

Although it appeared that a proponent responding to the youth program RFP would have to be "all things to all youth" the TYC members wanted the RFP to be clear that it would be possible for a proponent that does some thing very well, especially target populations, like disabled youth could propose to do that. The PIC staff responded that they would clarify this issue, acknowledging that each proponent will need to collaborate and coordinate with other service providers to leverage those services and resources to aid in the services to help ensure the successful outcomes for the youth being served in the program.

Because there is still a great deal of uncertainty about the funds that would be available for the RFP. However, it is important that an RFP needs to be issued as soon as possible.

The TYC agreed to meet on May 1<sup>st</sup> with a location to be determined with anticipation that the PIC staff attending conferences in San Diego and Washington, D.C. will be able to provide oral reports so the TYC can make recommendations as needed to the Private Industry Council at their May 9<sup>th</sup> meeting.

*Motion to revise the points for the four selection criteria to be 35, 25, 30, and 10, respectively.*

Moved by Tom Ryan and seconded by Pam Ulmer.

Ayes: Rufus Davis, Lonnie Holmes, Tom Ryan, Vivian Stern-Turner, Pamela Ulmer.

Nays: None.

Abstentions: Tom Latham.

The motion passed.

*Motion to accept the PIC staff WIA youth program design and proposal selection criteria incorporating the TYC recommendations to use the elements as defined in the Youth Plan, allow agencies to specify their area of expertise in their proposal encouraging them to develop collaboratives, request proponents include learning objectives in their response to the RFP, identify the S.F Housing Authority and the juvenile justice authority in the RFP, and urge the summer youth program service providers to attend the May 1<sup>st</sup> meeting of the TYC.*

It was moved by Vivian Stern-Turner and seconded by Lucy Scarbrough

Ayes: Rufus Davis, Lonnie Holmes, Tom Ryan, Vivian Stern-Turner, Pamela Ulmer.

Nays: None.

Abstentions: Tom Latham.

The motion passed.

Elizabeth Gettleman distributed information prepared by Marquitta Mayes regarding recruitment of youth for the TYC. She asked that this be on the May 1<sup>st</sup> agenda of the TYC.

Lucy Scarbrough asked about the need to stabilize the TYC and if there is recruitment going on to refill the vacancies. Pamela Calloway stated that since the Youth Council is a committee of the local Workforce Investment Board, no appointments could be made until the local WIB for San Francisco is established.

The meeting was adjourned at 11:00 a.m.



JUN - 6 2000

SAN FRANCISCO  
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of San Francisco, Inc.DRAFT MINUTES OF THE MAY 1, 2000 MEETING OF THE  
TRANSITIONAL YOUTH COUNCIL**PRESENT:**

Bob Anyon, Alvarez-Rodriguez, Ann Cochrane, Rufus Davis, Tom Latham, Marquitta Mayes, Tom Ryan, Lucy Scarbrough, Vivian Stern-Turner, Art Tapia.

**ABSENT:**

Sharon Alford, Debbie Dorian Hearton, Lonnie Holmes, Paul Cohen, Carol Kocivar, Mark Mosher, Pamela Ulmer.

The meeting was convened by Lucy Scarbrough Co-chair at 9:15 a.m..

A quorum was established.

*Motion to adopt the agenda, with the inclusion of a discussion on the summer program.*

Moved by Art Tapia and seconded by Rufus Davis.

Ayes: Alvarez-Rodriguez, Ann Cochrane, Rufus Davis, Tom Latham, Marquitta Mayes, Tom Ryan, Vivian Stern-Turner, Art Tapia.

Nays: None.

Abstentions: None.

Motion passed.

*Motion to adopt the minutes of the April 17th meeting with the deletion of the statement that Lucy Scarbrough would be absent for a few weeks.*

Moved by Art Tapia and seconded by Rufus Davis.

Ayes: Alvarez-Rodriguez, Ann Cochrane, Rufus Davis, Tom Latham, Marquitta Mayes, Tom Ryan, Vivian Stern-Turner, Art Tapia.

Nays: None.

Abstentions: None.

Motion passed.

Pamela Calloway made the following oral report:

- The Governor has designated San Francisco Workforce Area. The Governor will disburse the 2% funds, San Francisco will receive approximately \$136,000 of those funds.
- Both the State and the Department of Labor have established performance measures for the Workforce Investment Act (WIA) that has not had any input from the local areas.
- The issue of "hold harmless" has not been finalized which impacts when the funds will be allocated to the localities.
- Negotiations with the DOL regarding the Youth Opportunity Grant (YOG) are continuing. The major issue focuses on the need to expand the service area to include the neighboring
- Youth Leadership Institute for the YOG staff will be made available to the 36 sites at no charge.

- 45 days from April 21st to establish the performance criteria. Future funding will be determined by the actual performance of the program.

Supervisor Michael Yaki reported that efforts are proceeding to resurrect the "Say YES" fund raising campaign to help offset the reduction in youth funds from both the private sector as well as the City's budget.

Kristina Moore-Yaki added an update on the proposed legislation to make funds available for the summer program, noting that there are a number of possibilities but there a number of dollar amounts being proposed, but no certainty as to which one, if any, may pass.

Approximately 100 youths may be able to funded for summer jobs with YOG funds.

Approximately 300-400 youths may be able to be funded for summer jobs with the WIA funds.

Approximately 120 youths may be able to be funded for summer jobs through the Housing Authority and S.F. Unified School District project.

*Motion that Deborah Alvarez-Rodriguez and Pamela get together to look at how the unrestricted funds can be distributed to the "summer" agencies, with focus on the 14-15 year olds as it is more difficult for them to be hired by the private sector as those who are 16 years and older may be able to secure employment through Jobs For Youth, School-to-Career, and other summer employment efforts, and move forward with the Request For Proposal (RFP) regarding the WIA nd YOG funds as soon as possible.*

Moved by Art Tapia and seconded by Ann Cochrane.

Ayes: Alvarez-Rodriguez, Ann Cochrane, Rufus Davis, Marquitta Mayes, Tom Ryan, Vivian Stern-Turner, Art Tapia.

Nays: None.

Abstentions: Tom Latham.

Motion passed.

Bob Anyon reminded the Council that this still does not address the need to develop a system for the youth program.

Lucy and Bob will meet with Craig Martin to discuss the need to appoint youth to the TYC. It was the consensus of the TYC that Marquitta would move forward in providing the potential 15 youths with background information

A conference call was scheduled to

The meeting was adjourned at 11:10 a.m.



PRIVATE INDUSTRY COUNCIL  
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NOTICE OF A PUBLIC MEETING  
OF THE TRANSITIONAL YOUTH COUNCIL

DATE: Monday, May 1, 2000  
TIME: 9:00 - 11:00 a.m.  
LOCATION: Goodwill Industries of S.F.  
1500 Mission Street  
Conference Room

PROPOSED AGENDA

Public testimony will be taken throughout the meeting

1. Adoption of an Agenda \*
2. Adoption of Minutes for the Council's April 17, 2000 meeting (enclosed) \*
3. Staff Oral Reports on Status of WIA Implementation
4. Discussion on S.F. Sunshine Ordinance
5. TYC Youth Involvement Process
6. Adjournment

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APR 25 2000

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- \* May require action by the Transitional Youth Council

Issued Friday, April 21, 2000



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PRIVATE INDUSTRY COUNCIL  
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MEMORANDUM

TO: TRANSITIONAL YOUTH COUNCIL MEMBERS. DATE: MAY 26, 2000

FROM: PAMELA S. CALLOWAY *Robert D H PSC*

SUBJECT: NEXT MEETING TO REVIEW PIC STAFF RECOMMENDATIONS.

The next meeting of the Transitional Youth Council (TYC) will be Tuesday, June 13, 2000 from 9:00 a.m. to 11:30 a.m. Carbonne/Wheat Room at Goodwill Industries located at 1500 Mission Street (near Van Ness Avenue).

The purpose of this meeting will be to review the PIC staff recommendations on the proposals received in response to the Workforce Investment Act (WIA) Year Round Youth Request For Proposal (RFP) issued on May 12, 2000. This will be an important meeting as it will provide an opportunity for the proponents to address the members of the TYC and to clarify any questions you may have about any of the proposals or recommendations. Please mark your calendars now. Also, please call Amparo Graham at our office to let her know if you will be able to attend this meeting.

Within the next few days, the PIC staff will be sending each of the TYC members portions of all of the proposals received by the 5:00 p.m., Friday, May 26, 2000 deadline. They will include:

Program Summary (PIC 121) ..... 2 pages  
Participant Characteristics and Enrollment Goals (PIC 122)..... one page  
Proposal Budget (PIC 124) ..... 2 pages  
Initial Determination of Responsibility (PIC 125) ..... one page

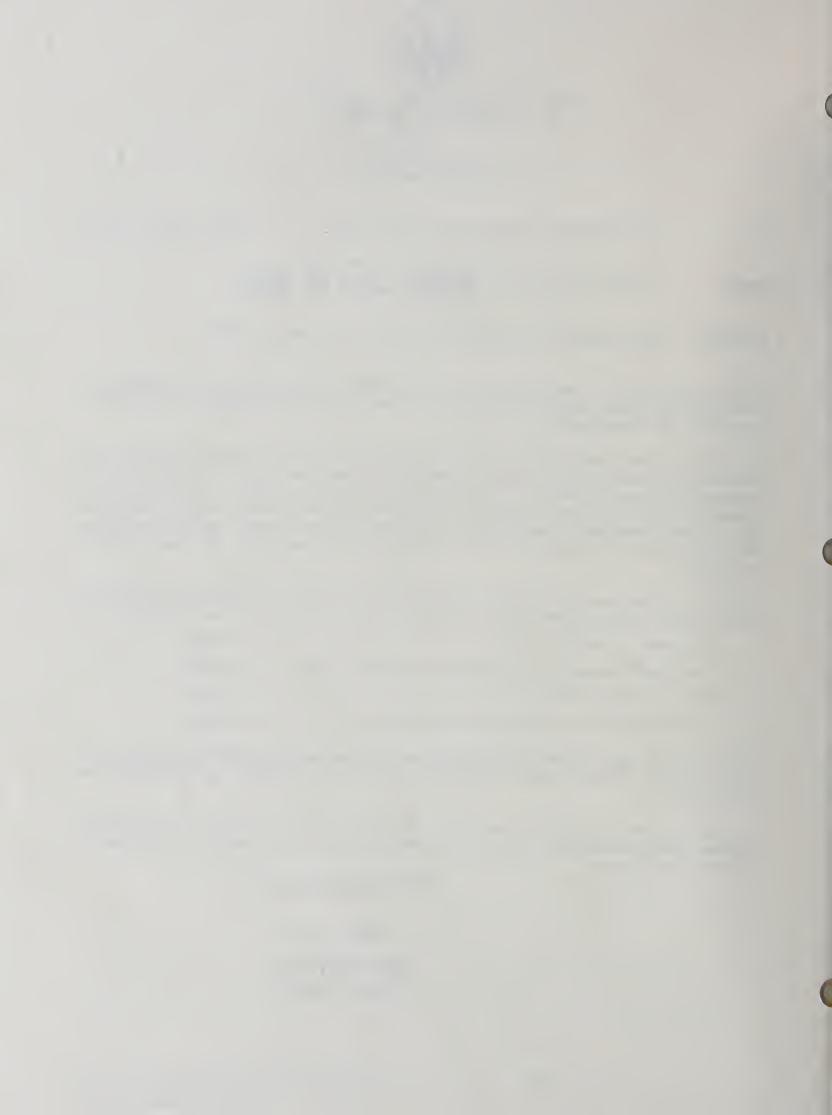
If you would like copies of the narratives from each of the proposals, which were limited to 4 pages in length, please contact Greg Marutani and he will arrange to get a complete set delivered to you.

It is anticipated that on Monday, June 5, 2000, PIC staff will send out a cover memo along with individual recommendations for each of the proposals received by the deadline. A blank form is included with this memo.

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PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

NOTICE OF A PUBLIC MEETING  
OF THE TRANSITIONAL YOUTH COUNCIL

DATE: Tuesday, June 13, 2000  
TIME: 9:00 - 11:30 a.m.  
LOCATION: Goodwill Industries of S.F.  
1500 Mission Street  
Carbonne/Wheat Room

PROPOSED AGENDA

Public testimony will be taken throughout the meeting

1. Adoption of an Agenda \*
2. Adoption of Minutes for the Council's May 1, 2000 meeting (enclosed) \* *Filed under minutes*
3. Sunshine Ordinance Presentation (City Attorney's Office Representative)
4. PIC Staff Recommendations for the WIA Year Round Youth Programs (enclosed) \*
5. Adjournment

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- \* May require action by the Transitional Youth Council

Issued Monday, June 5, 2000

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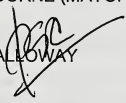


PRIVATE INDUSTRY COUNCIL  
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MEMORANDUM

TO: TRANSITIONAL YOUTH COUNCIL DATE: JUNE 5, 2000  
WILL LIGHTBOURNE (MAYOR'S REPRESENTATIVE)

FROM: PAMELA S. CALLOWAY 

SUBJECT: STAFF RECOMMENDATIONS FOR PY'2000 WIA YOUTH PROGRAMS

The Transitional Youth Council is asked to approve an expenditure plan for \$1,471,903 in Workforce Investment Act (WIA) Title I-B Youth funds for the period July 1, 2000 through June 30, 2001 (Program Year 2000).

BACKGROUND

WIA's implementation timeline requires that youth services be made available on July 1, 2000. In preparation, during this year:

- On Feb. 29 the Mayor and the Private Industry Council (PIC) submitted to the State a Strategic Five-Year Local Workforce Investment Plan for use of WIA youth, adult, and dislocated worker funds;
- On April 24 and May 1 the Transitional Youth Council (TYC) approved a *Youth Program Design and Proposed Solicitation Criteria* for PY'2000 youth development services;
- On May 9 the Mayor and PIC Board of Directors approved the TYC's recommended *Youth Program Design and Solicitation Criteria* for PY'2000 programs;
- On May 12 a Bidders' Conference was held to distribute a Request For Proposal (RFP) to interested members of the City's youth organizations and institutions;
- On May 17 the PIC Staff held a technical assistance session to answer questions about the RFP and provide uniform advice to all bidders;
- On May 17, the State Employment Development Department published initial WIA Allocations; and
- On May 26 thirty (30) proposals for youth services were received in the PIC Office by the 5:00 PM deadline.

The following recommendations for the initial, transitional year of WIA are based on a careful review of the proposals received in response to the PIC's RFP. Each proposal was read by at least three members of a review team composed of senior PIC staff and invited youth service specialists. Readers' individual scores were averaged to determine a final score for each of the selection criteria and total score.

Your timely review and approval of a youth expenditure plan is critical. The Mayor and PIC Board of Directors will be asked to approve your youth recommendations on Friday, June 23. Programs are scheduled to begin on July 1.

### **WIA YOUTH ALLOCATION AND RECOMMENDED STRATEGIC BUDGET**

This past year's (July 1999-June 2000) Job Training Partnership Act (JTPA) allocations for youth programs under Titles II-B and II-C totaled \$2,662,729. WIA's reduced youth allocation of \$1,471,903 is 55% of last year's JTPA allocations. Most of the reduction reflects the Governor's decision **not** to apply a stabilizing "hold harmless" factor to the youth allocation to help mitigate the effects of the WIA funding formulas.

Four strategic budgeting decisions have already been made at the outset:

1. Not more than 10% may be expended for PIC administration (WIA law);
2. At least 30% of the total youth allocation must be expended for Out-of-School Youth activities, and expense for youth in alternative schools may not be counted against the 30% requirement (WIA law);
3. \$280,000 is directed to the SFUSD's STEP School To Career program in order to leverage funding from the City and County Department of Children, Youth and Their Families (decision of TYC on April 24 and May 1, approved by Mayor and PIC on May 9, 2000); and
4. The WIA youth allocation should share in providing support to the "One Stop San Francisco" system and its infrastructure development (Strategic Five-Year Plan including citywide coordination and referral, youth services inventories, and systems for performance accountability and customer satisfaction).

**After reserving ten percent for Administration and fifteen percent for One Stop support, Staff recommends dividing the remaining 75% equally between In-School and Out-of-School programs.**

#### **WIA YOUTH ALLOCATION (PY'2000)**

PIC Administration	147,190
One Stop Support	220,787
Out-of-School Programs	551,963
In-School Programs (incl. STEP)	551,963
<b>Total Available</b>	<b>1,471,903</b>



## RECOMMENDED IN-SCHOOL PROGRAMS

In addition to consideration for the SFUSD's STEP program (125 youth), Staff proposes two options for consideration for expenditure of the balance of the In-School funds. In Option One below, three community-based subcontractors would serve an additional 50 participants. In Option Two, one institutional subcontractor — the SFUSD — would serve an additional 300 participants.

Proposal Number	OPTION ONE Proponent	Subcontract \$ Recommended	Set-aside \$ Recommended	Total \$ Recommended	Youth to be Served
15	Juma Ventures (JUMA)	\$ 56,943	\$ 10,988	\$ 67,931	17
21	Young Community Developers (YCD)	\$ 100,767	\$ -	\$ 100,767	23
9	S.F. League of Urban Gardeners (SLUG)	\$ 69,515	\$ 33,750	\$ 103,265	10
		\$ 227,225	\$ 44,738	\$ 271,963	50

OR

Proposal Number	OPTION TWO Proponent	Subcontract \$ Recommended	Set-aside \$ Recommended	Total \$ Recommended	Youth to be Served
12	S.F. Unified School District (SFUSD)	\$ 98,083	\$ 173,880	\$ 271,963	300

## RECOMMENDED OUT-OF-SCHOOL PROGRAMS

Proposal Number	Proponent	Subcontract \$ Recommended	Set-aside \$ Recommended	Total \$ Recommended	Youth to be Served
20	Juma Ventures (JUMA)	\$ 67,073	\$ 12,927	\$ 80,000	20
8	The Family School (TFS)	\$ 117,417	\$ -	\$ 117,417	37
23	Jewish Vocational Service (JVS)	\$ 91,126	\$ -	\$ 91,126	40
28	Mission Language & Vocational School (MLVS)	\$ 85,860	\$ -	\$ 85,860	30
11	Asian Neighborhood Design (AND)	\$ 34,336	\$ 28,064	\$ 62,400	12
4	Mission Hiring Hall (MHH)	\$ 60,000	\$ 7,500	\$ 67,500	11
	Supportive Services Pool (for all programs)		\$ 47,660	\$ 47,660	N/A
		\$ 455,812	\$ 96,151	\$ 551,963	150

Heavy childcare costs could exceed the set-aside for support services. If youth are TANF eligible, childcare costs may be paid by a source other than WIA. If any additional WIA funds become available, they should be used to increase the supportive services pool.

## **YOG CONSIDERATION**

Staff recommends that high scoring competitors in this solicitation be considered for Youth Opportunity Grant (YOG) funds, wherever possible and appropriate, without resubmitting their proposals to a separate solicitation.

## **YOUR NEXT MEETING**

Your Tuesday, June 13<sup>th</sup> public meeting will be held at Goodwill Industries, 1500 Mission Street (near Van Ness), in the Carbonne/Wheat Room, from 9 AM to 11:30 AM. Staff will be available at that time to answer questions about the RFP process and about these recommendations. All proponents are invited.

Before the meeting begins, you will be asked to sign a declaration regarding any conflict of interest you may have with any of the proponent agencies. If you have a conflict, or the appearance of a conflict, please contact Raymond Holland with your questions. Generally you should avoid discussing the agenda item, avoid making or seconding motions, and abstain from voting on any matter where a conflict may exist.

cc: All Proponents  
Members, PIC Board of Directors  
Members, PIC Strategic Transition Committee  
Members, YOG Design Team

WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: S.F. CONSERVATION CORPS

PROPOSAL #: 01

TARGET: OUT OF SCHOOL

SERVICE LEVEL 50

REQUESTED: \$309,828.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 27

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 13

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 25

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 9

Total 74

RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for funding.

The San Francisco Conservation Corps (SFCC) proposes to operate a program for 50 out of school youth between the ages of 18-21 years by providing a range of services that include: paid work experience, enrollment in an academic program, case management and support services, one-on-one and small group career counseling and job preparation training, leadership opportunities and extensive follow-up services.

SFCC plans to recruit youth for this program from eligible enrollees of the San Francisco Conservation Corps.

The proposed cost per participant is approximately \$6,196.56.

1. The first of these is the fact that the  
British Empire is not a homogeneous  
entity, but a collection of diverse  
territories, each with its own  
history, culture, and political  
system. This diversity is reflected  
in the different policies and  
practices of the various  
governments that make up the  
Empire. For example, the  
policy of non-interference in  
the internal affairs of the  
colonies is a principle that is  
not always followed, and the  
treatment of the native  
population varies greatly from  
place to place. The fact that  
the Empire is not a homogeneous  
entity is one of the main reasons  
why it is so difficult to govern.

2. The second of these is the fact that  
the British Empire is not a  
monolithic entity, but a collection  
of diverse territories, each with  
its own history, culture, and  
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fact that the Empire is not a  
homogeneous entity is one of the  
main reasons why it is so  
difficult to govern.

WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: ACADEMY OF DENTAL SCIENCE

PROPOSAL #: 02

TARGET: OUT OF SCHOOL

SERVICE LEVEL 45

REQUESTED: \$318,500.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act..... 35 15

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 0

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 0

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 0

Total 15

RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is not recommended for funding.

The Academy of Dental Science (ADS) a private (for profit) vocational training school located in Daly City proposes to train 45 out of school youth for long term careers in the dental services.

The proposal did not adequately respond to all items listed in the Request For Proposal (RFP).

It appears that the ADS is a new vocational school and does not have a track record in assisting youth with multiple barriers to employment.

The cost per participant is \$7,100.00.

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 1, 1861. It is a very important document, as it sets out the President's policy for the new year. The letter is written in a very formal and dignified style, and it is one of the most important documents in the history of the United States.

2. The second part of the document is a report from the Secretary of the Treasury, dated January 1, 1861. It is a very important document, as it sets out the Secretary's policy for the new year. The report is written in a very formal and dignified style, and it is one of the most important documents in the history of the United States.

3. The third part of the document is a report from the Secretary of the Interior, dated January 1, 1861. It is a very important document, as it sets out the Secretary's policy for the new year. The report is written in a very formal and dignified style, and it is one of the most important documents in the history of the United States.



WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: INTERCULTURAL INSTITUTE OF CALIFORNIA

PROPOSAL #: 03

TARGET: IN SCHOOL

SERVICE LEVEL 48

REQUESTED: \$102,965.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act..... 35 23

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 13

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 20

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 9

Total 65

RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for funding.

Intercultural Institute of California (IIC) (also known as the Korean Center, Inc.) proposes to operate a comprehensive year round program for low income, limited English speaking, in-school youth and provide workshops, internships, and counseling to prepare them for employment.

The cost per participant is \$2,145.00.

The proposed target population is 79% Asian.

The proposal did not indicate any collaborating partners and the proposed budget did not identify any leveraging of funds.

1. [Illegible text]

2. [Illegible text]

3. [Illegible text]

4. [Illegible text]

5. [Illegible text]

6. [Illegible text]

7. [Illegible text]

8. [Illegible text]

9. [Illegible text]

10. [Illegible text]

11. [Illegible text]

12. [Illegible text]

13. [Illegible text]

WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: MISSION HIRING HALL, INC.

PROPOSAL #: 04

TARGET: OUT OF SCHOOL

SERVICE LEVEL 22

REQUESTED: \$135,000.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 32

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 22

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 23

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 9

Total 86

RECOMMENDATIONS AND COMMENTS

This proposal is recommended for \$65,000 of WIA Title 1-B funds to serve 11 out of school youths.

Mission Hiring Hall (MHH) proposes an 18-week training program in offset printing or construction administration/apprenticeship in collaboration with City College of San Francisco (CCSF) and an 8-week training program in digital pre-press in collaboration with the PREP Center SF serving low income youth with one or more barriers to employment.

The proposed cost per participant is \$6,136.00.

The target population is 45% Hispanic, 41% Asian, and 14% Black. The proposed budget includes leveraged other funds totaling 174% of the WIA funds requested. It also includes wages for participants' internships.

MHH is currently a One Stop Access Point.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It includes a detailed description of the data collection process, from identifying the sources of data to the actual collection and storage of the data.

3. The third part of the document discusses the importance of data security and privacy. It outlines the various measures that must be taken to protect the data from unauthorized access, loss, or theft, and to ensure that the data is used in a responsible and ethical manner.

4. The fourth part of the document discusses the importance of data quality and accuracy. It outlines the various methods and tools used to ensure that the data is accurate, complete, and up-to-date, and to identify and correct any errors or inconsistencies.

5. The fifth part of the document discusses the importance of data analysis and interpretation. It outlines the various methods and tools used to analyze the data, and to interpret the results in a way that is meaningful and actionable for the organization.

6. The sixth part of the document discusses the importance of data communication and reporting. It outlines the various methods and tools used to communicate the results of the data analysis to the relevant stakeholders, and to ensure that the information is presented in a clear and concise manner.

7. The seventh part of the document discusses the importance of data governance and management. It outlines the various methods and tools used to manage the data, and to ensure that it is used in a responsible and ethical manner, in accordance with the organization's policies and procedures.

8. The eighth part of the document discusses the importance of data innovation and research. It outlines the various methods and tools used to develop new data-driven products and services, and to explore new ways of using data to improve the organization's performance.

9. The ninth part of the document discusses the importance of data ethics and social responsibility. It outlines the various methods and tools used to ensure that the data is used in a responsible and ethical manner, and to address any concerns or issues that may arise.

10. The tenth part of the document discusses the importance of data future and trends. It outlines the various methods and tools used to predict future data trends, and to develop strategies to address any challenges or opportunities that may arise.

WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: ARRIBA JUNTOS

PROPOSAL #: 05

TARGET: OUT OF SCHOOL

SERVICE LEVEL 50

REQUESTED: \$214,688.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 25

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 18

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 27

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 9

Total 79

RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is not recommended for funding.

Arriba Juntos (AJ) proposes to operate a *Jump Start to Work* program for economically disadvantaged out of school youth in San Francisco. In addition, AJ will integrate an English-as-a-Second Language (ESL) or basic remedial education component serving low income youth with one or more barriers to employment.

The proposed cost per participant is \$4,834.00.

The target population is 40% Hispanic, 30% Black, 20% White, and 10% Asian.

AJ is located in the Enterprise Community and is one of the One Stop Access Points.

This proposal may be appropriate for Youth Opportunity Grant (YOG) funding.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is crucial for ensuring the integrity of the financial system and for providing a clear audit trail. The text also mentions that this practice helps in identifying any discrepancies or errors early on, which can then be corrected before they become more significant.

2. The second part of the document focuses on the role of the accounting department in providing timely and accurate financial information to management. It states that this information is essential for making informed decisions about the company's operations and for planning for the future. The text also notes that the accounting department should work closely with other departments to ensure that all financial data is properly recorded and reported.

3. The third part of the document discusses the importance of maintaining proper documentation of all financial transactions. It states that this is necessary for ensuring the accuracy of the financial statements and for providing a clear audit trail. The text also mentions that this practice helps in identifying any discrepancies or errors early on, which can then be corrected before they become more significant.

4. The fourth part of the document discusses the importance of maintaining proper documentation of all financial transactions. It states that this is necessary for ensuring the accuracy of the financial statements and for providing a clear audit trail. The text also mentions that this practice helps in identifying any discrepancies or errors early on, which can then be corrected before they become more significant.

5. The fifth part of the document discusses the importance of maintaining proper documentation of all financial transactions. It states that this is necessary for ensuring the accuracy of the financial statements and for providing a clear audit trail. The text also mentions that this practice helps in identifying any discrepancies or errors early on, which can then be corrected before they become more significant.

6. The sixth part of the document discusses the importance of maintaining proper documentation of all financial transactions. It states that this is necessary for ensuring the accuracy of the financial statements and for providing a clear audit trail. The text also mentions that this practice helps in identifying any discrepancies or errors early on, which can then be corrected before they become more significant.

7. The seventh part of the document discusses the importance of maintaining proper documentation of all financial transactions. It states that this is necessary for ensuring the accuracy of the financial statements and for providing a clear audit trail. The text also mentions that this practice helps in identifying any discrepancies or errors early on, which can then be corrected before they become more significant.

8. The eighth part of the document discusses the importance of maintaining proper documentation of all financial transactions. It states that this is necessary for ensuring the accuracy of the financial statements and for providing a clear audit trail. The text also mentions that this practice helps in identifying any discrepancies or errors early on, which can then be corrected before they become more significant.

9. The ninth part of the document discusses the importance of maintaining proper documentation of all financial transactions. It states that this is necessary for ensuring the accuracy of the financial statements and for providing a clear audit trail. The text also mentions that this practice helps in identifying any discrepancies or errors early on, which can then be corrected before they become more significant.

10. The tenth part of the document discusses the importance of maintaining proper documentation of all financial transactions. It states that this is necessary for ensuring the accuracy of the financial statements and for providing a clear audit trail. The text also mentions that this practice helps in identifying any discrepancies or errors early on, which can then be corrected before they become more significant.



WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: ARRIBA JUNTOS

PROPOSAL #: 06

TARGET: OUT OF SCHOOL

SERVICE LEVEL 10

REQUESTED: \$89,712.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 25

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 20

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 27

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 9

Total 81

RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** being recommended for funding.

Arriba Juntos (AJ) proposes to operate an On-the-Job Training (OJT) program for out-of-school youth in San Francisco and provide front end extensive services, including work readiness, English-as-a-Second Language (ESL) and basic remedial education.

The proposed cost per participant is \$8,971.00.

The target population is 30% Hispanic, 30% Black, 30% Asian, and 10% White.

AJ is located in the Enterprise Community and is one of the One Stop Access Points.

This proposal may be appropriate for Youth Opportunity Grant (YOG) funds.



WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: JEWISH FAMILY & CHILDREN'S SERVICE

PROPOSAL #: 07

TARGET: IN SCHOOL

SERVICE LEVEL 75

REQUESTED: \$169,130.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 23

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 16

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 23

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 9

Total 71

RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for funding.

Jewish Family & Children's Service (JFCS) proposes to operate an in-school youth program to provide 75 at-risk Russian-speaking émigré youth with counseling, paid internships and professional mentoring. Students would be involved in life skills activities and also attend a computer lab and a series of workshops which would aid in preparing them for higher education.

The cost per participant is \$2,255.00.

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WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: THE FAMILY SCHOOL

PROPOSAL #: 08

TARGET: OUT OF SCHOOL

SERVICE LEVEL 144

REQUESTED: \$469573.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 32

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 21

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 28

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 9

Total 90

RECOMMENDATIONS AND COMMENTS

This proposal is recommended for \$117,417 in Workforce Investment Act (WIA) Funds, to serve thirty-seven (37) participants.

The Family School (TFS) proposes to operate an out-of-school youth program, serving 18 to 21 year old youth. This program includes employment training and placement through its STIVE program, basic educational skills assistance and family support services. Educational activities focus on basic skills remediation and preparation for the GED.

The proposed cost per participant is \$3,173.00.

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WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

(PROPONENT: S.F. LEAGUE OF URBAN GARDENERS

PROPOSAL #: 09

TARGET: IN SCHOOL

SERVICE LEVEL 20

REQUESTED: \$206,530.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act..... 35 25

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 21

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers..... 30 27

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 7

Total 80

RECOMMENDATIONS AND COMMENTS

This proposal is recommended for \$103,265 in Workforce Investment Act (WIA) Funds, to serve ten (10) participants. (Option #1)

San Francisco League of Urban Gardeners (SLUG) proposes to operate an in-school program, serving youth of the Double Rock community (Alice Griffith Housing Development). SLUG youth interns will participate in on-the-job training in planting, harvesting and maintenance of the Double Rock Youth Farm. Participants will gain job readiness skills, horticultural knowledge, life skills training and community leadership while earning a meaningful wage.

The cost per participant is \$10,327.00.

1. [Illegible text]

2. [Illegible text]

3. [Illegible text]

4. [Illegible text]

5. [Illegible text]

WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: MISSION NEIGHBORHOOD CENTERS, INC.

PROPOSAL #: 10

TARGET: IN SCHOOL

SERVICE LEVEL 20

REQUESTED: \$188,823.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 23

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 15

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 24

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 8

Total 70

RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for funding.

Mission Neighborhood Centers, Inc. (MNC) proposes to operate an in-school program, serving 20 male and female high risk, multiple barriers to employment, gang affiliated youth who reside in the Mission District. Youth would choose training tracks in the area of offset printing, construction administration, digital pre-press, multimedia or web design. Youth would receive a stipend while attending this training program.

The proposed cost per participant is \$9,441.00.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The text also mentions the need for regular audits and the role of independent auditors in ensuring the reliability of the financial statements.

The second part of the document focuses on the importance of transparency and accountability. It states that all financial transactions should be clearly documented and that the results of the audits should be made available to the public. This transparency is crucial for building trust in the financial system and for ensuring that the public has access to the information it needs to make informed decisions.

The third part of the document discusses the importance of maintaining the confidentiality of financial information. It notes that while transparency is important, it is also essential to protect sensitive information from unauthorized access. The text mentions the need for strong security measures and the importance of ensuring that all financial data is stored securely and that access is restricted to authorized personnel only.

In conclusion, the document stresses the importance of maintaining high standards of financial integrity, transparency, and security. It calls for continued efforts to improve the financial system and to ensure that it remains a reliable and trustworthy source of information for all stakeholders. The document also mentions the need for ongoing education and training for all personnel involved in the financial system to ensure that they are up-to-date on the latest best practices and regulations.

(The following text is a continuation of the document and is not included in this page.)

PROPOSER: ASIAN NEIGHBORHOOD DESIGN

PROPOSAL #: 11

TARGET: OUT OF SCHOOL

SERVICE LEVEL 25

REQUESTED: \$130,000.00

### SELECTION CRITERIA

#### A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 29

#### B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 21

#### C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 26

#### D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 9

Total 85

### RECOMMENDATIONS AND COMMENTS

This proposal is recommended for \$62,400 of WIA Title 1-B funds to serve 12 out of school youths.

Asian Neighborhood Design (AND) proposes sixteen (16) weeks of training in construction-related trades, carpentry, cabinet making, as well as basic remedial education and life/leadership skills. AND will collaborate with its for profit business "Specialty Mills Products" and City College of San Francisco (CCSF) to provide these services. Potrero Hill Neighborhood House and the Center for Young Women's Development will be two of its referral sources. Its goals include 40% entering employment, and others entering post-secondary educational programs or attaining a GED. Of its target population, 80% will be public housing residents.

The proposed cost per youth served is \$5,200.00. The proposal budget includes leveraged funds totaling 37% of the WIA funds requested. It also includes wages for participants' paid work experiences, transportation stipends, and childcare subsidy costs.

AND is a One-Stop Access Point.

1. Introduction  
The purpose of this document is to provide a comprehensive overview of the project's objectives, scope, and timeline. This document is intended for the project team and stakeholders.

- 2. Objectives  
The primary objectives of the project are to develop a new product line, expand market reach, and improve operational efficiency. These objectives will be achieved through a series of strategic initiatives.
- 3. Scope  
The project scope includes the development of new products, marketing campaigns, and the implementation of process improvements. The project will be completed by the end of the fiscal year.
- 4. Timeline  
The project timeline is as follows: Phase 1 (Planning) - Q1, Phase 2 (Development) - Q2, Phase 3 (Testing) - Q3, and Phase 4 (Launch) - Q4.
- 5. Resources  
The project requires a dedicated team of professionals with expertise in product development, marketing, and operations. Key resources include the project manager, product developers, and marketing specialists.
- 6. Budget  
The project budget is estimated at \$1,000,000. This budget covers all costs associated with the project, including personnel, materials, and marketing expenses.

7. Risk Management  
The project team has identified several potential risks, including budget overruns, delays in product development, and market competition. Mitigation strategies have been developed to address these risks.

8. Conclusion  
The project is a critical initiative for the organization, and the team is committed to its successful completion. Regular communication and collaboration are essential for the project's success. The project team will provide regular updates on the project's progress.

9. Appendix  
The appendix contains additional information, including a detailed project schedule, a list of project team members, and a glossary of terms. This information is provided for reference and to ensure clarity throughout the project.

10. Contact Information  
For more information, please contact the project manager at [email address].





1. [Illegible text]

2. [Illegible text]

3. [Illegible text]

4. [Illegible text]

5. [Illegible text]

6. [Illegible text]

7. [Illegible text]

8. [Illegible text]

9. [Illegible text]

10. [Illegible text]

11. [Illegible text]

12. [Illegible text]

PROPOSER: NEW DIRECTION

PROPOSAL #: 13

TARGET: IN SCHOOL

SERVICE LEVEL 50

REQUESTED: \$141,686.00

### SELECTION CRITERIA

<b>A. PROGRAM DESCRIPTION</b>	
Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act.....	35 24
<b>B. ORGANIZATION AND COORDINATION</b>	
Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. ....	25 18
<b>C. EXPERIENCE WITH SPECIAL POPULATIONS</b>	
Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. ....	30 19
<b>D. ADMINISTRATION AND FINANCIAL MANAGEMENT</b>	
Prior experience and track record in managing youth service programs, and overall completeness of proposal. ....	10 6
<b>Total</b>	
	<b>67</b>

### RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for WIA Title 1-B funds.

New Directions (ND) proposes to expand its existing after school tutorial program for public housing residents age 5-17, currently funded through the Department of Children, Youth, and their Families (DCYF) and supported by the San Francisco Unified School District (SFUSD). The program provides tutors, educational materials, computers, and technical support. ND also proposes to establish a Parents Anonymous program. Only one day is proposed to be devoted to a workshop on basic job skills. The proposal mentioned that the Department of Human Services (DHS) has committed to subsidizing 30 summer jobs. The proposal does not contain any quantifiable outcomes. The proponent received its nonprofit status less than one year ago and does not have any experience in workforce development.

It appears that the proposed program is the only program currently operated by the proponent as 100% of the Executive Director's time is included in the budget (46% WIA-funded, 54% other leveraged funds). The budget does not include any counselors, although the narrative states that three counselors would be responsible for assessment, case management, and follow up of the youth. The budget does, however, contain line items for childcare, nutrition, and toys outreach presumably for the children in the program. These line items for children and the fact that "children" are a main focus of supportive services made it confusing to define the target population for the requested WIA funds, which are restricted to youth 14-21 years of age.

The proposed cost per youth is \$2,834.00.

The proponent and program are situated in an Enterprise Community, and as such, Youth Opportunity Grant funds may be considered in the future if all other concerns are addressed.

1. The purpose of this document is to provide information regarding the current status of the project and to outline the steps that need to be taken to complete it.

- a. The first step is to identify the key stakeholders and their roles in the project.
- b. The second step is to develop a detailed project plan, including a timeline and budget.
- c. The third step is to allocate resources and assign tasks to team members.
- d. The fourth step is to monitor progress and report on a regular basis.
- e. The fifth step is to communicate with stakeholders and keep them informed of any changes.
- f. The sixth step is to evaluate the project and determine if it was successful.

2. It is important to note that the project is currently behind schedule and that additional resources may be required to complete it on time.

3. The project manager has been assigned to lead the team and ensure that all tasks are completed on time. The project manager will be responsible for coordinating with stakeholders and reporting on progress.

4. The project team has been formed and is currently working on the project. The team consists of five members, each with specific responsibilities. The project manager will be responsible for coordinating the team and ensuring that all tasks are completed on time.

5. The project is currently in the planning phase and is expected to be completed by the end of the year. The project manager will be responsible for monitoring progress and reporting on a regular basis.

PROPOSER: JUMA VENTURES

PROPOSAL #: 14

TARGET: OUT OF SCHOOL

SERVICE LEVEL 20

REQUESTED: \$80,007.00

### SELECTION CRITERIA

#### A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act..... 35 32

#### B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 23

#### C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 26

#### D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 9

Total 90

### RECOMMENDATIONS AND COMMENTS

This proposal is recommended for \$80,000 in WIA Title 1-B funds to serve 20 out-of-school youths. Recruitment will be done primarily in low-income neighborhoods.

The program includes a three-month, WIA-subsidized On-the-Job Training (OJT) for youths and additional "hard" and "soft" skills job training via the OJTs and intensive skill building workshops. A myriad of educational assistance services are also a part of this comprehensive program as are career services.

The proposed cost per youth served is \$4,000, including OJT wages. The budget includes leveraged other funds which are more than 200% of the WIA funds requested.

Staff could not determine exactly how many youths the proponent plans to place in unsubsidized employment outside of Juma Ventures' businesses. The stated placement goal is "60% of youths who are ready for outside employment will get private sector jobs..."

1. The purpose of this document is to provide a comprehensive overview of the project's objectives, scope, and timeline. It is intended for use by all project stakeholders and serves as a reference point for decision-making throughout the project lifecycle.

- 1.1. Project Objectives: The primary goal of this project is to develop a new software application that streamlines the internal workflow process, reducing manual data entry and improving overall efficiency. Key objectives include:
  - 1.1.1. Enhance data accuracy and consistency across all departments.
  - 1.1.2. Reduce processing time for routine tasks by 25%.
  - 1.1.3. Provide a user-friendly interface for all end-users.
- 1.2. Project Scope: The project will encompass the design, development, testing, and deployment of the software application. It will involve collaboration between the IT department, business units, and external vendors. The scope is limited to the core functionality required to support the primary workflow process.
- 1.3. Project Timeline: The project is scheduled to begin on January 15, 2024, and is expected to be completed by June 30, 2024. A detailed project schedule, including milestones and task dependencies, will be provided in a separate document.

2. The project team has been assembled, consisting of a Project Manager, Business Analysts, Software Developers, and QA Engineers. Regular communication and reporting will be maintained throughout the project.

3. The project budget has been approved, and funding is allocated for personnel, hardware, software licenses, and external consulting services. A detailed budget breakdown will be provided upon request.

4. The project will be managed using a structured approach, including regular status meetings, progress reports, and risk management. Any changes to the project plan will require formal approval.

5. The project is currently in the planning phase, and initial requirements gathering is underway. The next steps include finalizing the project charter, obtaining necessary approvals, and initiating the development phase.

PROPOSER: JUMA VENTURES

PROPOSAL #: 15

TARGET: IN SCHOOL

SERVICE LEVEL 34

REQUESTED: \$135,862.00

### SELECTION CRITERIA

#### A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 34

#### B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 24

#### C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 27

#### D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 9

Total 94

### RECOMMENDATIONS AND COMMENTS

This proposal is recommended for \$67,931.00 of Workforce Investment funds (Option #1).

Juma Ventures propose to serve 17 in-school youth by providing them with training. Specifically, the Juma Jobs Program will focus on three major service areas: (1) paid work experience and job skills training; (2) educational assistance and (3) career services. To ensure success for each participant "follow-up services" will be started immediately. Case managers will conduct in-depth assessment of each participant and develop an individualized service strategy.

One hundred percent of youth participating in the program will gain paid work experience in Juma-owned businesses with a starting salary of \$6.00-\$7.00/hour; at the same time participants will engage in job skills training throughout their employment. Participants training with Juma Ventures will be supported by a comprehensive youth development/workforce development program called "workforce resources".

The proposed cost per participant is approximately \$3,996.00.

This proposal narrative responded to all requested items in the RFP. The follow-up services as well as service areas and outcomes were well described.

Vol. 100, Part 1, 1970  
No. 1, 1970  
Published by the Royal Anthropological Institute of Great Britain and Ireland

1. *Human evolution: a review of the evidence*  
2. *The evolution of man: a review of the evidence*  
3. *The evolution of man: a review of the evidence*  
4. *The evolution of man: a review of the evidence*  
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PROPOSANT: PRESIDIO COMMUNITY YMCA

PROPOSAL #: 16

TARGET: IN SCHOOL

SERVICE LEVEL 90

REQUESTED: \$157,249.17

**SELECTION CRITERIA**

**A. PROGRAM DESCRIPTION**

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 26

**B. ORGANIZATION AND COORDINATION**

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 19

**C. EXPERIENCE WITH SPECIAL POPULATIONS**

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 24

**D. ADMINISTRATION AND FINANCIAL MANAGEMENT**

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 7

Total 76

**RECOMMENDATIONS AND COMMENTS**

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for funding.

YMCA Presidio proposed to provide a comprehensive year round youth employment program to 90 participants. Likewise YMCA will also provide innovative training to youth, including: digital audio workshops, video editing, graphic design and web design. However, there was no mention of about "basic skills instruction" which is essential for the targeted youth most of whom are basic skills deficient.

The proposal did not mention program specifics or strategies to be used to attain their goal. Job placements and follow-up services were vague as presented. Likewise, linkage between academic and occupational learning is not well described out nor is preparation for post-secondary educational opportunities emphasized.

In terms of staffing , only two are full time, to serve the 90 participants.

Proposed cost per participant is approximately \$ 1,747.00.

1. The first part of the report deals with the general situation of the country and the progress of the war. It is a very interesting and informative account of the events of the year.

2. The second part of the report deals with the economic situation of the country. It is a very interesting and informative account of the events of the year.

3. The third part of the report deals with the social situation of the country. It is a very interesting and informative account of the events of the year.

4. The fourth part of the report deals with the political situation of the country. It is a very interesting and informative account of the events of the year.

5. The fifth part of the report deals with the military situation of the country. It is a very interesting and informative account of the events of the year.

6. The sixth part of the report deals with the cultural situation of the country. It is a very interesting and informative account of the events of the year.

7. The seventh part of the report deals with the scientific situation of the country. It is a very interesting and informative account of the events of the year.

8. The eighth part of the report deals with the artistic situation of the country. It is a very interesting and informative account of the events of the year.

9. The ninth part of the report deals with the literary situation of the country. It is a very interesting and informative account of the events of the year.

10. The tenth part of the report deals with the musical situation of the country. It is a very interesting and informative account of the events of the year.

PROPOSER: RENAISSANCE S.E.P.

PROPOSAL #: 17

TARGET: IN SCHOOL

SERVICE LEVEL 100

REQUESTED: \$185,191.39

### SELECTION CRITERIA

#### A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 22

#### B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 18

#### C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 18

#### D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 6

Total 64

### RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for funding.

Renaissance S.E.P. proposed to provide remedial education, job training and related support services to 100 youth, ages 16-18 who are at risk of dropping out of school or who have dropped out and has returned to the school system.

Proposed organization of the projects and linkages with institutions and other agencies in the youth service system were not very well described. In terms of staffing, only one person is designated at full time to be in charge of 100 youth while two other staff will be working part time.

The proposed cost per participant is approximately \$1,852.00.

There was compliance with all the requested items in the RFP, however service areas and outcomes were not well described.

1. The purpose of this document is to provide a comprehensive overview of the current state of the project and to identify the key areas for improvement. This document is intended for the use of the project team and the steering committee.

2. The project has made significant progress since the last meeting. The initial phase of the project, which involved the identification of the problem and the formulation of the project plan, has been completed. The project team has successfully identified the key areas for improvement and has developed a detailed project plan.

3. The project team has also conducted a thorough analysis of the current state of the project. This analysis has identified a number of key areas for improvement, including the need for better communication, the need for more resources, and the need for a more structured approach to the project.

4. The project team has developed a number of strategies to address these areas for improvement. These strategies include the implementation of a new communication system, the recruitment of additional resources, and the development of a more structured approach to the project.

5. The project team is confident that these strategies will lead to a successful outcome for the project. The project team is committed to the project and is dedicated to achieving the project's goals.

6. The project team is also aware of the challenges that it faces. The project team is aware of the need for better communication, the need for more resources, and the need for a more structured approach to the project. The project team is committed to addressing these challenges and to achieving the project's goals.

7. The project team is also aware of the importance of the project. The project is a key part of the organization's strategy and is essential for the organization's success. The project team is committed to the project and is dedicated to achieving the project's goals.

8. The project team is also aware of the need for a more structured approach to the project. The project team is committed to developing a more structured approach to the project and to achieving the project's goals.

9. The project team is also aware of the need for better communication. The project team is committed to implementing a new communication system and to achieving the project's goals.

10. The project team is also aware of the need for more resources. The project team is committed to recruiting additional resources and to achieving the project's goals.

PROPOSER: ELLA HILL HUTCH COMMUNITY CENTER

PROPOSAL #: 18

TARGET: OUT OF SCHOOL

SERVICE LEVEL 15

REQUESTED: \$148,526.00

**SELECTION CRITERIA**

**A. PROGRAM DESCRIPTION**

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 23

**B. ORGANIZATION AND COORDINATION**

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 18

**C. EXPERIENCE WITH SPECIAL POPULATIONS**

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 22

**D. ADMINISTRATION AND FINANCIAL MANAGEMENT**

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 6

Total 69

**RECOMMENDATIONS AND COMMENTS**

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for funding.

Ella Hill proposed to provide a comprehensive youth service program with 12 months follow-up to 15 out of school youth ages 14-17 who have multiple barriers to employment. Unlike the in-school youth group, the out-of-school youth group will not have the summer program as entry point into the youth development program.

Proposed organization of the project, and linkages with institutions and other agencies in the youth service system was well developed, however the employment component was not well emphasized. Likewise, funds were leveraged through collaboration and partnership with existing agencies, however, 87% of the proposed budget provides staff salaries.

The employment component of the proposal was unclear nor the strategies to attain goals and objectives indicated in the proposal are also unclear.

The proposed cost per participant is \$9,902.00.

1. The purpose of this document is to provide a comprehensive overview of the project's objectives, scope, and timeline. It is intended for use by all stakeholders involved in the project, including the project manager, team members, and sponsors.

2. The project is a complex endeavor that requires careful planning and execution. The primary goal is to deliver a high-quality product that meets the needs of the customer and the organization. The project is divided into several phases, each with its own set of tasks and deliverables.

3. The project manager is responsible for overseeing the project and ensuring that it is completed on time and within budget. The project manager will work closely with the team members and the sponsors to ensure that everyone is aligned and working towards the same goals.

4. The project team consists of several individuals with different skills and expertise. Each team member has a specific role to play in the project, and they will all be responsible for ensuring that their part of the project is completed successfully.

5. The project timeline is a critical component of the project plan. It outlines the sequence of events and the expected completion dates for each phase of the project. The project manager will monitor the progress of the project and make adjustments to the timeline as needed.

6. The project budget is another key element of the project plan. It details the estimated costs of the project, including personnel, materials, and other resources. The project manager will track the project's expenses and ensure that the project is completed within the allocated budget.

7. The project risks are potential factors that could impact the project's success. The project manager will identify the risks and develop strategies to mitigate them. This includes identifying potential problems early on and taking steps to prevent them from occurring.

8. The project communication plan is a document that outlines how information will be shared throughout the project. It includes details about the frequency and format of communication, as well as the roles and responsibilities of the project team members.

9. The project status report is a document that provides a snapshot of the project's current state. It includes information about the project's progress, the budget, the risks, and the communication plan. The project manager will update the status report regularly and share it with the project stakeholders.

10. The project closure is the final phase of the project. It involves reviewing the project's outcomes, gathering feedback from the stakeholders, and documenting the lessons learned. The project manager will ensure that the project is closed properly and that all project documents are archived.

11. The project is a dynamic and evolving process. The project manager will continue to monitor the project's progress and make adjustments as needed. The project team will work together to ensure that the project is completed successfully and that the customer is satisfied with the final product.

12. The project is a testament to the power of teamwork and collaboration. By working together, the project team has been able to overcome challenges and achieve the project's goals. The project manager will continue to support the team and ensure that they have the resources they need to succeed.

PROPOSER: ELLA HILL HUTCH COMMUNITY CENTER

PROPOSAL #: 19

TARGET: IN SCHOOL

SERVICE LEVEL 25

REQUESTED: \$246,009.00

### SELECTION CRITERIA

#### A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 26

#### B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 18

#### C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 19

#### D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 7

Total 70

### RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for funding.

Ella Hill proposed to provide a comprehensive youth service program with 12 months follow-up to in-school youth ages 14-17 who have multiple barriers to employment. The agency also proposed to provide a subsidized summer program (summer 2000) as an entry point to youth development program under WIA.

Proposed organization of the project, and linkages with institutions and other agencies in the youth service system was well developed, however the employment component was not well emphasized. Likewise, funds were leveraged through collaboration and partnership with existing agencies; however, 76% of the proposed budget provides staff salaries.

The employment component of the proposal was unclear and the strategies to attain goals and objectives indicated in the proposal are unclear.

The proposed cost per participant is approximately \$9,840.00.



1. The first part of the report deals with the general situation of the country and the progress of the work during the year.

2. The second part of the report deals with the results of the work done during the year.
3. The third part of the report deals with the financial statement of the year.
4. The fourth part of the report deals with the personnel statement of the year.
5. The fifth part of the report deals with the general conclusion of the year.

6. The sixth part of the report deals with the general conclusion of the year.

7. The seventh part of the report deals with the general conclusion of the year.

8. The eighth part of the report deals with the general conclusion of the year.

9. The ninth part of the report deals with the general conclusion of the year.

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12. The twelfth part of the report deals with the general conclusion of the year.

WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: S.F. BOYS AND GIRLS CLUB

PROPOSAL #: 20

TARGET: IN SCHOOL

SERVICE LEVEL 90

REQUESTED: \$336,396.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act..... 35 27

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 20

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 23

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 8

Total 78

RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for WIA Title I-B formula funds. This proposal requests funds specifically for expenses related to the YO! SF initiative. PIC staff recommend that this proposal be considered when Youth Opportunity Grant funds become available.

The proposed cost per participant is \$3,738.00.

1. [Illegible text]

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- (b) [Illegible text]
- (c) [Illegible text]
- (d) [Illegible text]
- (e) [Illegible text]

2. [Illegible text]

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PROPOSER: YOUNG COMMUNITY DEVELOPERS

PROPOSAL #: 21

TARGET: IN SCHOOL

SERVICE LEVEL 160

REQUESTED: \$701,177.00

### SELECTION CRITERIA

#### A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 26

#### B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 20

#### C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 28

#### D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 10

Total 84

### RECOMMENDATIONS AND COMMENTS

This proposal is recommended for \$100,767 of WIA Title I-B funds to serve 23 in school youth. (Option #1).

Young Community Developers (YCD) proposes an in school program for 160 youth between the ages of 14-18 years old that primarily reside in the Bayview Hunters Point community.

YCD is offering comprehensive services to youth by providing intensive employment activities designed to teach skills and competencies required to successfully secure employment in a variety of occupational skills. YCD services include implementation of a centralized education remediation and college preparation summer academy for youth in need of educational services. YCD services also facilitate recreational activities and projects that develop leadership qualities.

The cost per participant is \$4,382.36.

This proposal may be appropriate for additional funding through the Youth Opportunity Grant.

1. The purpose of this document is to provide a comprehensive overview of the project's progress and to identify any potential risks or issues that may arise during the implementation phase.

2. The project has been successfully completed, and all objectives have been met. The results of the project are as follows:

3. The project has been completed, and all objectives have been met. The results of the project are as follows:

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WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: YOUNG COMMUNITY DEVELOPERS

PROPOSAL #: 22

TARGET: OUT OF SCHOOL

SERVICE LEVEL 40

REQUESTED: \$258,448.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 18

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 18

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 22

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 10

Total 68

RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for funding.

Young Community Developers (YCD) proposes the same program design as Proposal 21 (which is being recommended for funding) except the target group to be served is 40 out-of-school youth between the ages of 14-18 years that primarily live in the Hunters Point community.

The cost per participant is \$6,461.20.

This proposal may be appropriate for funding through the Youth Opportunity Grant (YOG).





WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: JEWISH VOCATIONAL SERVICE

PROPOSAL #: 23

TARGET: OUT OF SCHOOL

SERVICE LEVEL 40

REQUESTED: \$91,126.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act..... 35 28

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 22

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 30

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 10

Total 90

RECOMMENDATIONS AND COMMENTS

This proposal is recommended for \$91,126.00.

Jewish Vocational Services (JVS) proposes to operate a program to provide work readiness, placement, support services and case management to 40 low income, disabled, out of school youth. JVS expects to place 75% of this targeted population into competitive employment positions.

This program will target out of school, disabled, 18 to 21 year old youth residing in disadvantaged neighborhoods or the Enterprise Communities who require extra assistance to achieve self-sufficiency. The participant characteristics include 90% Disabled, 40% Black, 20% Hispanic and 15% Asian/Pacific Islander.

The proposed cost per participant is \$2,278. JVS will leverage \$22,805.35 in other funds.

The proposal narrative responded to all requested items in the RFP. The overall program design for these proposed participants is thoughtful and comprehensive. The proposal will enhance existing vocational and placement services of the Work Resource Program (WRP) to meet the extra needs of disabled youth. The program will provide a holistic approach which includes Assessment, Self-Sufficiency Planning, Volunteerism, Paid Work Experience, Job Placement, Job Coaching, Job Retention and Case Management that includes the required minimum 12 months of follow-up services.



PROPOSER: POTRERO HILL NEIGHBORHOOD HOUSE, INC.

PROPOSAL #: 24

TARGET: OUT OF SCHOOL

SERVICE LEVEL 25

REQUESTED: \$130,000.00

### SELECTION CRITERIA

#### A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 17

#### B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 13

#### C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 25

#### D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 9

Total 64

### RECOMMENDATIONS AND COMMENTS

This proposal is **not** recommended for approval.

Potrero Hill Neighborhood House (PHNH) proposed to operate a program to provide a stipend, job readiness, and work experience to 25 in school and out of school youth.

The proposed cost per participant is \$5,417.

The proposed program intends to target both in school and out-of-school youth. In school youth are to be provided with work experience activities at Potrero Hill Neighborhood House and possibly two private companies. Out-of-school youth are to be referred to Asian Neighborhood Design (AND) for vocational training.

There was substantial compliance with all the requested items in the RFP, however overall program design and linkage to private sector employers was unclear. Also unclear was who would take responsibility for case management and the 12 months of follow-up services. Although PHNH's existing programs were adequately described, there was not a clear description of how the services would be utilized by these 25 youth.



PROPOSER: LARKIN STREET YOUTH CENTER

PROPOSAL #: 25

TARGET: OUT OF SCHOOL

SERVICE LEVEL 250

REQUESTED: \$545,138.00

**SELECTION CRITERIA**

**A. PROGRAM DESCRIPTION**

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 22

**B. ORGANIZATION AND COORDINATION**

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 20

**C. EXPERIENCE WITH SPECIAL POPULATIONS**

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 28

**D. ADMINISTRATION AND FINANCIAL MANAGEMENT**

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 10

Total 80

**RECOMMENDATIONS AND COMMENTS**

Due to a significant decrease in the allocation for youth services this year, this agency can not be funded at this time.

Larkin Street Youth (LSY) requested \$545,138.00 to serve 250 low-income, out of school, homeless youth.

The proposed cost per participant is \$2,180.

LSY is requesting these funds to increase an existing program and to provide additional out reach to the Mission and South of Market areas of the city. The program is currently planned to serve 450 homeless youth this year.

The narrative section of the proposal complied with all requested items in the RFP. The program design, while eclectic and holistic providing an array of support services through a network of community organization and staff, did not provide quantitative information on the number of homeless youth in San Francisco and the need for an expansion in service from 450 to 700 youth.

This Program may be appropriate for funding under the Youth Opportunity Grant (YOG).

1. The following information was obtained from a confidential source who has provided reliable information in the past.

- (a) The source has been advised that the following information is being disseminated to the public:
- (b) The source has been advised that the following information is being disseminated to the public:
- (c) The source has been advised that the following information is being disseminated to the public:
- (d) The source has been advised that the following information is being disseminated to the public:
- (e) The source has been advised that the following information is being disseminated to the public:
- (f) The source has been advised that the following information is being disseminated to the public:
- (g) The source has been advised that the following information is being disseminated to the public:
- (h) The source has been advised that the following information is being disseminated to the public:
- (i) The source has been advised that the following information is being disseminated to the public:
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4. The source has been advised that the following information is being disseminated to the public:

5. The source has been advised that the following information is being disseminated to the public:

6. The source has been advised that the following information is being disseminated to the public:

WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: COLUMBIA PARK BOYS & GIRLS CLUB

PROPOSAL #: 26

TARGET: OUT OF SCHOOL

SERVICE LEVEL 30

REQUESTED: \$32,000.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 24

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 18

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 23

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 10

Total 75

RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for funding at this time.

This proposal requests \$32,000 to serve 30 out of school youth.

The cost per participant is \$1,066.

Columbia Park Boy's and Girl's Club (CPBGC) proposes to use this funding to better link together its three main programs and increase participation levels. Youth are to be assessed and placed into training programs, after which the agency intends to track them for twelve months.

There was substantial compliance with all the requested items in the RFP, however the agency did not return a Workforce Investment Act Eligible Training Provider List (ETPL) application. Services were split between three different locations. Outcomes were not well described.

This program may be appropriate for funding under the Youth Opportunity Grant (YOG).



1. The first part of the report is a general introduction to the subject of the study. It discusses the importance of the study and the objectives of the research.

2. The second part of the report is a detailed description of the methodology used in the study. It includes information about the sample size, the data collection methods, and the statistical analysis techniques.
3. The third part of the report is a presentation of the results of the study. It includes tables, figures, and text describing the findings.
4. The fourth part of the report is a discussion of the results and their implications. It compares the findings with previous research and discusses the limitations of the study.
5. The fifth part of the report is a conclusion and a list of references.

The results of the study show that there is a significant relationship between the variables studied. The findings are consistent with previous research and have important implications for the field.

The study was limited by the sample size and the data collection methods. Future research should address these limitations and explore the relationship between the variables in more detail.

The study was conducted in a systematic and rigorous manner. The results are reliable and valid. The findings have important implications for the field and should be used to inform future research and practice.

The study was limited by the sample size and the data collection methods. Future research should address these limitations and explore the relationship between the variables in more detail.

The study was conducted in a systematic and rigorous manner. The results are reliable and valid. The findings have important implications for the field and should be used to inform future research and practice.

WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM

PROPOSER: CAREER RESOURCES DEVELOPMENT CENTER

PROPOSAL #: 27

TARGET: OUT OF SCHOOL

SERVICE LEVEL 100

REQUESTED: \$200,000.00

SELECTION CRITERIA

A. PROGRAM DESCRIPTION

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act..... 35 20

B. ORGANIZATION AND COORDINATION

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system..... 25 15

C. EXPERIENCE WITH SPECIAL POPULATIONS

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers..... 30 20

D. ADMINISTRATION AND FINANCIAL MANAGEMENT

Prior experience and track record in managing youth service programs, and overall completeness of proposal..... 10 8

Total 63

RECOMMENDATIONS AND COMMENTS

Due to a significant decrease in the allocation for youth services this year, this proposal is not recommended for funding.

Career Resources Development Center (CRDC) proposes to operate a program to train 100 out of school youth in the areas of hospitality, computer and clerical skills, and medical assistant training in addition to other supportive services.

The proposed cost per participant is \$2,000.00.

This program proposes an annual success rate of 85% upon exit in the following achievement areas: educational and literacy achievement, employment and retention, supportive services, leadership/community service.

1. The first part of the report deals with the general situation of the country and the progress of the war.

2. The second part of the report deals with the military situation and the progress of the war.

3. The third part of the report deals with the political situation and the progress of the war.

4. The fourth part of the report deals with the economic situation and the progress of the war.

5. The fifth part of the report deals with the social situation and the progress of the war.

6. The sixth part of the report deals with the cultural situation and the progress of the war.

7. The seventh part of the report deals with the international situation and the progress of the war.

8. The eighth part of the report deals with the future of the country and the progress of the war.

9. The ninth part of the report deals with the conclusion of the war and the progress of the war.

10. The tenth part of the report deals with the final results of the war and the progress of the war.

11. The eleventh part of the report deals with the final results of the war and the progress of the war.

12. The twelfth part of the report deals with the final results of the war and the progress of the war.

PROPOSER: MISSION LANGUAGE & VOCATIONAL SCHOOL

PROPOSAL #: 28

TARGET: OUT OF SCHOOL

SERVICE LEVEL 120

REQUESTED: \$265,206.00

### SELECTION CRITERIA

**A. PROGRAM DESCRIPTION**

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act ..... 35 32

**B. ORGANIZATION AND COORDINATION**

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 22

**C. EXPERIENCE WITH SPECIAL POPULATIONS**

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 27

**D. ADMINISTRATION AND FINANCIAL MANAGEMENT**

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 10

Total 91

### RECOMMENDATIONS AND COMMENTS

This proposal is recommended for \$85,860 of WIA Title I-B Youth funds to serve 30 out-of-school youth.

Mission Language and Vocational School (MLVS) proposes to operate an occupational classroom training program for out of school, hard to serve Hispanic and Asian youth in clerical skills, bookkeeping and computer networking. MLVS plans to place 75% of the participants in unsubsidized employment with a minimum hourly wage of \$8.50.

The proposed cost per participant is \$2,862 when MLVS' economy of scale is applied.

This proposal responds to the RFP. MLVS plans to exercise strong youth development principles in their program and will leverage additional resources to support program activities.

1. [illegible]

[illegible]

2. [illegible]

3. [illegible]

4. [illegible]

5. [illegible]

6. [illegible]

7. [illegible]

8. [illegible]

9. [illegible]

10. [illegible]

11. [illegible]

12. [illegible]

**WORKFORCE INVESTMENT ACT  
YEAR-ROUND YOUTH PROGRAM**

**PROPOSER: WEST BAY PILIPINO MULTISERVICE**

**PROPOSAL #: 29**

**TARGET: IN SCHOOL**

**SERVICE LEVEL 100**

**REQUESTED: \$364,719.00**

**SELECTION CRITERIA**

**A. PROGRAM DESCRIPTION**

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35      **19**

**B. ORGANIZATION AND COORDINATION**

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25      **14**

**C. EXPERIENCE WITH SPECIAL POPULATIONS**

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30      **21**

**D. ADMINISTRATION AND FINANCIAL MANAGEMENT**

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10      **7**

**Total      61**

**RECOMMENDATIONS AND COMMENTS**

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for funding.

West Bay Pilipino Multiservice (WBPM) proposes an in school youth development program for 100 youth that incorporates subsidized youth paid internships and work opportunities for young people primarily from the South of Market Area (SOMA).

The cost per participant is \$3,647.

Through its youth development focus, WBPM plans to provide assessment and development of individualized development plans with supportive services for up to one year through career mentors and advisors. WBPM further proposes life skills and leadership development, along with job development services for 50 youth with private sector employers.

MEMORANDUM

TO : [illegible]  
FROM : [illegible]  
SUBJECT : [illegible]

- 1. [illegible]
- 2. [illegible]
- 3. [illegible]
- 4. [illegible]
- 5. [illegible]
- 6. [illegible]
- 7. [illegible]
- 8. [illegible]
- 9. [illegible]
- 10. [illegible]

[illegible paragraph of text]

[illegible paragraph of text]

[illegible paragraph of text]



PROPOSER: FLORENCE CRITTENTON SERVICES

PROPOSAL #: 30

TARGET: OUT OF SCHOOL

SERVICE LEVEL 30

REQUESTED: \$384,845.00

**SELECTION CRITERIA**

**A. PROGRAM DESCRIPTION**

Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. .... 35 24

**B. ORGANIZATION AND COORDINATION**

Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. .... 25 18

**C. EXPERIENCE WITH SPECIAL POPULATIONS**

Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. .... 30 28

**D. ADMINISTRATION AND FINANCIAL MANAGEMENT**

Prior experience and track record in managing youth service programs, and overall completeness of proposal. .... 10 10

Total 80

**RECOMMENDATIONS AND COMMENTS**

Due to a significant decrease in the allocation for youth services this year, this proposal is **not** recommended for funding. Funding for this proposal should be considered under the State's Assembly Bill AB 926. These resources are dedicated to vocational training for youth within residential facilities.

Florence Crittenton Services (FCS) proposes to serve 30 out of school hard to serve youth by providing basic vocational skills training that leads to employment opportunities. Additionally, FCS proposes year long supportive services to assist pregnant parenting teens, young mothers, and fragile fathers.

The cost per participant is \$12,828.

Through this endeavor, FCS proposes a 60% success rate with job placements in unsubsidized employment. Participants will retain their jobs for more than three months and 30% will participate in FCS's University of California San Francisco/United Parcel Service training program.

1. The purpose of this document is to provide a comprehensive overview of the project's objectives, scope, and timeline. This document will serve as a reference for all project-related activities and decisions.

2. The project is designed to address the current challenges faced by the organization and to implement a new system that will improve efficiency and reduce costs. The project will be completed by the end of the fiscal year.

3. The project team consists of members from various departments, including IT, Finance, and Operations. The team will work closely together to ensure the successful completion of the project.

4. The project will be managed using a structured approach, with regular communication and reporting to the project steering committee. The project manager will be responsible for coordinating all project activities and ensuring that the project stays on schedule and within budget.

5. The project will be subject to regular monitoring and evaluation to ensure that it is meeting its objectives and that any issues are identified and resolved promptly. The project manager will provide regular updates to the steering committee on the progress of the project.

6. The project will be completed by the end of the fiscal year, and the new system will be implemented. The project team will continue to monitor the system's performance and make any necessary adjustments to ensure it is meeting the organization's needs.

7. The project will be a significant milestone for the organization, and the successful completion of the project will demonstrate the organization's commitment to continuous improvement and innovation. The project team will be recognized for their hard work and dedication.

8. The project will be a key factor in the organization's success, and the project team will be instrumental in achieving the organization's strategic goals. The project manager will ensure that the project is completed on time and within budget, and that the new system is implemented successfully.



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NOTICE OF A PUBLIC MEETING  
OF THE TRANSITIONAL YOUTH COUNCIL

SAN FRANCISCO  
PUBLIC LIBRARY

DATE: Tuesday, June 13, 2000  
TIME: 9:00 - 11:30 a.m.  
LOCATION: Goodwill Industries of S.F.  
1500 Mission Street  
Carbonne/Wheat Room

PROPOSED REVISED AGENDA

*Public testimony will be taken throughout the meeting*

1. Adoption of an Agenda \*
  2. Adoption of Minutes for the Council's May 1, 2000 meeting (previously mailed) \*
  3. Sunshine Ordinance Presentation (City Attorney's Office Representative)
  4. Conflict of Interest Code (enclosed)
  5. PIC Staff Recommendations for the WIA Year Round Youth Programs (previously mailed) \*
  6. Adjournment
- \* May require action by the Council

Issued Wednesday, June 7, 2000



If you require special accommodation due to a disability, please call Roberta Fazande at 415-431-8700 or TDD 800-735-2929 (CRS) at least 72 hours in advance.

**Know your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)**

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415-554-6083.



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MEMORANDUM

TO: TRANSITIONAL YOUTH COUNCIL

DATE: JUNE 7, 2000

FROM: RAYMOND R. HOLLAND

SUBJECT: THE ENCLOSED CONFLICT OF INTEREST CODE AND, BY THE ENCLOSED STATEMENT YOU ARE BEING ASKED TO COMPLETE AND SUBMIT AT YOUR JUNE 13TH MEETING, ITS APPLICATION TO YOU

Enclosed is a copy of the "Conflict of Interest Code for the Private Industry Council of San Francisco". A history of it is provided on page 7.

As a member of the Transitional Youth Council (a committee of the Private Industry Council), you are subject to this code as described in Appendices A and B of it.

Also enclosed is a personal "Conflict of Interest Statement" which, in accordance with the first paragraph of Appendix C of the enclosed code, you are being asked to review, to execute on either the first or (on the reverse side) the second page, and to submit to Mr. Marutani or his designee at the June 13th meeting of the Committee.

If (as defined in the code and at the top of the statement) you have no economic interests in or special relationships with any of the organizations listed on the first page of the enclosed statement, sign the statement at the bottom of the first page.

If you have an economic interest in or special relationship with any of the organizations listed on the first page of the enclosed statement, you are required to declare that interest or those interests in the appropriate space or spaces on second page of the statement (on the reverse side), to sign it in the appropriate space on the second page, and to abstain from all discussion and voting on any matter concerning that organization or those organizations during the meeting..

If additional organizations are introduced into the discussion during the course of that meeting, the same rules apply both to it and to you in the event you have an economic interest in or special relationship with it even though not identified in your statement.

Staff will be available to answer any questions you might have either before or at your meeting of June 13th.



# PRIVATE INDUSTRY COUNCIL

OF SAN FRANCISCO, INC.

## **CONFLICT OF INTEREST CODE FOR THE PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO**

The Political Reform Act, Government Code Sections 81000, et seq., requires state and local government agencies to adopt and promulgate Conflict of Interest Codes. The Fair Political Practices Commission has adopted a regulation, 2 Cal. Adm. Code Section 18730, which contains the terms of a standard Conflict of Interest Code, which are incorporated herein, and which may be amended by the Fair Political Practices Commission to conform to amendments in the Political Reform Act after public notice and hearings. Therefore, the terms of 2 Cal. Adm. Code Section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission are hereby incorporated by reference and, along with the attached Appendix in which officials and employees are designated and disclosure categories are set forth, constitute the Conflict of Interest Code of the Private Industry Council of San Francisco.

Pursuant to Section 4(A) of the Standard Code and Section 58.4 of the City and County of San Francisco Municipal Code, the President of the Private Industry Council of San Francisco, Inc. shall file his or her annual statements of economic interests with the Clerk of the San Francisco Board of Supervisors and all other designated officials and employees of the Private Industry Council of San Francisco shall file their statements of economic interests with the President of the Private Industry Council of San Francisco, Inc.

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JUN - 8 2000

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# THEORY OF THE EARTH

## CHAPTER I. OF THE ORIGIN OF THE EARTH.

The origin of the earth is a subject which has long attracted the attention of philosophers. The various hypotheses which have been proposed, and the arguments in support of them, are now generally admitted to be of little value. The only theory which is now generally admitted to be the most probable, is that which supposes the earth to have been formed by the condensation of a gaseous mass. This theory is supported by the following arguments:—

1. The earth is composed of a solid mass, which is surrounded by a gaseous atmosphere. This is a state of things which is not consistent with the supposition of a gaseous mass, which is supposed to have been the original state of the earth.

### OF THE ORIGIN OF LIFE.

#### OF THE ORIGIN OF MAN.

#### OF THE ORIGIN OF THE HUMAN RACE.

#### OF THE ORIGIN OF THE HUMAN MIND.

### 18730. Provisions of Conflict of Interest Codes

- (a) Incorporation by reference of the terms of this regulation along with the designation of employees and the formulation of disclosure categories in the Appendix referred to below constitute the adoption and promulgation of a conflict of interest code within the meaning of Government Code Section 87300 or the amendment of a conflict of interest code within the meaning of Government Code Section 87306 if the terms of this regulation are substituted for terms of a conflict of interest code already in effect. A code so amended or adopted and promulgated requires the reporting of reportable items in a manner substantially equivalent to the requirements of Article 2 of Chapter 7 of the Political Reform Act, Government Code Sections 81000, et seq. The requirements of a conflict of interest code are in addition to other requirements of the Political Reform Act, such as the general prohibition against conflicts of interest contained in Government Code Section 87100, and to other state or local laws pertaining to conflicts of interest.
- (b) The terms of a conflict of interest code amended or adopted and promulgated pursuant to this regulation are as follows:
- (1) Section 1. Definitions.  
The definitions contained in the Political Reform Act of 1974, regulations of the Fair Political Practices Commission (2 Cal. Code of Regs. Sections 18100, et seq.), and any amendments to the Act or regulations, are incorporated by reference into this conflict of interest code.
  - (2) Section 2. Designated Employees.  
The persons holding positions listed in the Appendix are designated employees. It has been determined that these persons make or participate in the making of decisions which may foreseeably have a material effect on financial interests.
  - (3) Section 3. Disclosure Categories.  
This code does not establish any disclosure obligation for those designated employees who are also specified in Government Code Section 87200 if they are designated in this code in that same capacity or if the geographical jurisdiction of this agency is the same as or is wholly included within the jurisdiction in which those persons must report their financial interests pursuant to Article 2 of Chapter 7 of the Political Reform Act, Government Code Sections 87200, et seq.

In addition, this code does not establish any disclosure obligation for any designated employees who are designated in a conflict of interest code for another agency, if all of the following apply:

- (A) The geographical jurisdiction of this agency is the same as or is wholly included within the jurisdiction of the other agency;
- (B) The disclosure assigned in the code of the other agency is the same as that required under Article 2 of Chapter 7 of the Political Reform Act, Government Code Section 87200; and
- (C) The filing officer is the same for both agencies.<sup>1</sup>

Such persons are covered by this code for disqualification purposes only. With respect to all other designated employees, the disclosure categories set forth in the Appendix specify which kinds of financial interests are reportable. Such a designated employee shall disclose in his or her statement of economic interests those financial interests he or she has which are of the kind described in the disclosure categories to which he or she is assigned in the Appendix. It has been determined that the financial interests set forth in a designated employee's disclosure categories are the kinds of financial interests which he or she foreseeably can affect materially through the conduct of his or her office.

<sup>1</sup> Designated employees who are required to file statements of economic interests under any other agency's conflict of interest code, or under Article 2 for a different jurisdiction, may expand their statement of economic interests to cover reportable interests in both jurisdictions, and file copies of this expanded statement with both entities in lieu of filing separate and distinct statements, provided that each copy of such expanded statement filed in place of an original is signed and verified by the designated employee as if it were an original. See Government Code Section 81004.

The first part of the chapter discusses the early history of the United States, from the time of the first European settlers to the American Revolution.

The second part of the chapter discusses the period of the American Revolution, from the outbreak of the war in 1775 to the signing of the Constitution in 1787.

The third part of the chapter discusses the period of the early republic, from the signing of the Constitution in 1787 to the end of the War of 1812 in 1815.

The fourth part of the chapter discusses the period of the Jacksonian era, from the election of Andrew Jackson in 1828 to the end of his presidency in 1837.

The fifth part of the chapter discusses the period of the mid-19th century, from the beginning of the Civil War in 1861 to the end of Reconstruction in 1877.

The sixth part of the chapter discusses the period of the late 19th century, from the end of Reconstruction in 1877 to the beginning of the Progressive Era in 1890.

The seventh part of the chapter discusses the period of the Progressive Era, from the beginning of the Progressive Era in 1890 to the end of the First World War in 1918.

The eighth part of the chapter discusses the period of the interwar years, from the end of the First World War in 1918 to the beginning of the Second World War in 1939.

The ninth part of the chapter discusses the period of the Second World War, from the beginning of the Second World War in 1939 to the end of the war in 1945.

The tenth part of the chapter discusses the period of the Cold War, from the end of the Second World War in 1945 to the end of the Cold War in 1991.

The eleventh part of the chapter discusses the period of the post-Cold War era, from the end of the Cold War in 1991 to the present day.

The twelfth part of the chapter discusses the future of the United States, from the present day to the year 2050.

The thirteenth part of the chapter discusses the role of the United States in the world, from the present day to the year 2050.

The fourteenth part of the chapter discusses the role of the United States in the world, from the present day to the year 2050.

The fifteenth part of the chapter discusses the role of the United States in the world, from the present day to the year 2050.

(4) Section 4. Statements of Economic Interests: Place of Filing.

The code reviewing body shall instruct all designated employees within its code to file statements of economic interests with the agency or with the code reviewing body, as provided by the code reviewing body in the agency's conflict of interest code.<sup>2</sup>

(5) Section 5. Statements of Economic Interests: Time of Filing.

(A) Initial Statements. All designated employees employed by the agency on the effective date of this code, as originally adopted, promulgated and approved by the code reviewing body, shall file statements within 30 days after the effective date of this code. Thereafter, each person already in a position when it is designated by an amendment to this code shall file an initial statement within 30 days after the effective date of the amendment.

(B) Assuming Office Statements. All persons assuming designated positions after the effective date of this code shall file statements within 30 days after assuming the designated positions, or if subject to State Senate confirmation, 30 days after being nominated or appointed.

(C) Annual Statements. All designated employees shall file statements no later than April 1.

(D) Leaving Office Statements. All persons who leave designated positions shall file statements within 30 days after leaving office.

(5.5) Section 5.5. Statements for Persons Who Resign Prior to Assuming Office.

Any person who resigns within 12 months of initial appointment, or within 30 days of the date of notice provided by the filing officer to file an assuming office statement, is not deemed to have assumed office or left office, provided he or she did not make or participate in the making of, or use his or her position to influence any decision and did not receive or become entitled to receive any form of payment as a result of his or her appointment. Such persons shall not file either an assuming or leaving office statement.

(A) Any person who resigns a position within 30 days of the date of a notice from the filing officer shall do both of the following:

1. File a written resignation with the appointing power; and
2. File a written statement with the filing officer declaring under penalty of perjury that during the period between appointment and resignation he or she did not make, participate in the making, or use the position to influence any decision of the agency or receive, or become entitled to receive, any form of payment by virtue of being appointed to the position.

(6) Section 6. Contents of and Period Covered by Statements of Economic Interests.

(A) Contents of Initial Statements. Initial statements shall disclose any reportable investments, interests in real property and business positions held on the effective date of the code and income received during the 12 months prior to the effective date of the code.

(B) Contents of Assuming Office Statements. Assuming office statements shall disclose any reportable investments, interests in real property and business positions held on the date of assuming office or, if subject to State Senate confirmation or appointment, on the date of nomination, and income received during the 12 months prior to the date of assuming office or the date of being appointed or nominated, respectively.

<sup>2</sup> See Government Code Section 81010 and 2 Cal. Code of Regs. Section 18115 for the duties of filing officers and persons in agencies who make and retain copies of statements and forward the originals to the filing officer.



- (C) Contents of Annual Statements. Annual statements shall disclose any reportable investments, interests in real property, income and business positions held or received during the previous calendar year provided, however, that the period covered by an employee's first annual statement shall begin on the effective date of the code or the date of assuming office whichever is later.
- (D) Contents of Leaving Office Statements. Leaving office statements shall disclose reportable investments, interests in real property, income and business positions held or received during the period between the closing date of the last statement filed and the date of leaving office.
- (7) Section 7. Manner of Reporting.  
Statements of economic interests shall be made on forms prescribed by the Fair Political Practices Commission and supplied by the agency, and shall contain the following information:
- (A) Investments and Real Property Disclosure. When an investment or an interest in real property<sup>3</sup> is required to be reported,<sup>4</sup> the statement shall contain the following:
1. A statement of the nature of the investment or interest;
  2. The name of the business entity in which each investment is held, and a general description of the business activity in which the business entity is engaged;
  3. The address or other precise location of the real property;
  4. A statement whether the fair market value of the investment or interest in real property exceeds one thousand dollars (\$1,000), exceeds ten thousand dollars (\$10,000), or exceeds one hundred thousand dollars (\$100,000).
- (B) Personal Income Disclosure. When personal income is required to be reported,<sup>5</sup> the statement shall contain:
1. The name and address of each source of income aggregating two hundred fifty dollars (\$250) or more in value or fifty dollars (\$50) or more in value if the income was a gift, and a general description of the business activity, if any, of each source;
  2. A statement whether the aggregate value of income from each source, or in the case of a loan, the highest amount owed to each source, was one thousand dollars (\$1,000) or less, greater than one thousand dollars (\$1,000), or greater than ten thousand dollars (\$10,000);
  3. A description of the consideration, if any, for which the income was received;
  4. In the case of a gift, the name, address and business activity of the donor and any intermediary through which the gift was made; a description of the gift; the amount or value of the gift; and the date on which the gift was received;
  5. In the case of a loan, the annual interest rate and the security, if any, given for the loan.

<sup>3</sup> For the purpose of disclosure only (not disqualification), an interest in real property does not include the principal residence of the filer.

<sup>4</sup> Investments and interests in real property which have a fair market value of less than \$1,000 are not investments and interests in real property within the meaning of the Political Reform Act. However, investments or interests in real property of an individual include those held by the individual's spouse and dependent children as well as a pro rata share of any investment or interest in real property of any business entity or trust in which the individual, spouse and dependent children own, in the aggregate, a direct, indirect or beneficial interest of 10 percent or greater.

<sup>5</sup> A designated employee's income includes his or her community property interest in the income of his or her spouse but does not include salary or reimbursement for expenses received from a state, local or federal government agency.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting.

2. The second part of the document outlines the various methods and techniques used to collect and analyze data. It includes a detailed description of the experimental procedures and the statistical analysis performed.

3. The third part of the document presents the results of the study. It includes a series of tables and graphs that illustrate the findings of the research. The data shows a clear trend in the relationship between the variables studied.

4. The fourth part of the document discusses the implications of the findings. It highlights the potential applications of the research in various fields and the need for further investigation in this area.

5. The fifth part of the document provides a conclusion and summarizes the key points of the study. It reiterates the importance of the research and the need for continued efforts in this field.

6. The sixth part of the document includes a list of references and a bibliography. It cites the works of other researchers in the field and provides a comprehensive overview of the literature related to the study.

7. The seventh part of the document contains a list of appendices and supplementary materials. These include additional data, charts, and tables that provide further detail on the study.

8. The eighth part of the document includes a list of acknowledgments and a list of authors. It expresses gratitude to the individuals and organizations that supported the research and identifies the contributors to the work.

9. The ninth part of the document contains a list of footnotes and a list of references. It provides additional information on the study and cites the works of other researchers in the field.

10. The tenth part of the document includes a list of appendices and supplementary materials. These include additional data, charts, and tables that provide further detail on the study.



(C) Business Entity Income Disclosure. When income of a business entity, including income of a sole proprietorship, is required to be reported,<sup>6</sup> the statement shall contain:

1. The name, address, and a general description of the business activity of the business entity;
2. The name of every person from whom the business entity received payments if the filer's pro rata share of gross receipts from such person was equal to or greater than ten thousand dollars (\$10,000).

(D) Business Position Disclosure. When business positions are required to be reported, a designated employee shall list the name and address of each business entity in which he or she is a director, officer, partner, trustee, employee, or in which he or she holds any position of management, a description of the business activity in which the business entity is engaged, and the designated employee's position with the business entity.

(E) Acquisition or Disposal During Reporting Period. In the case of an annual or leaving office statement, if an investment or an interest in real property was partially or wholly acquired or disposed of during the period covered by the statement, the statement shall contain the date of acquisition or disposal.

(8) Section 8. State Agency Prohibition on Receipt of Honoraria.

No member of a state board or commission, and no designated employee of a state agency, shall accept any honorarium from any source, if the member or employee would be required to report the receipt of income or gifts from that source on his or her statement of economic interests. This section shall not apply to any part-time member of the governing board of any public institution of higher education, unless the member is also an elected official.

Subdivisions (b), (c), (d), and (e) of Government Code Section 89502 shall apply to the prohibitions in this section.

(8.1) Section 8.1 State Agency Prohibition on Receipt of Gifts of \$250 or More.

No member of a state board or commission, and no designated employee of a state agency, shall accept gifts with a total value of more than two hundred fifty dollars (\$250) in a calendar year from any single source, if the member or employee would be required to report the receipt of income or gifts from that source on his or her statement of economic interests. This section shall not apply to any part time member of the governing board of any public institution of higher education, unless the member is also an elected official.

Subsections (b), (c), (d), and (e) of Government Code Section 89504 shall apply to the prohibitions in this section.

(9) Section 9. Disqualification.

No designated employee shall make, participate in making, or in any way attempt to use his or her official position to influence the making of any governmental decision which he or she knows or has reason to know will have a reasonably foreseeable material financial effect, distinguishable from its effect on the public generally, on the official or a member of his or her immediate family or on:

- (A) Any business entity in which the designated employee has a direct or indirect investment worth one thousand dollars (\$1,000) or more;

<sup>6</sup> Income of a business entity is reportable if the direct, indirect or beneficial interest of the filer and the filer's spouse in the business entity aggregates a 10 percent or greater interest. In addition, the disclosure of persons who are clients or customers of a business entity is required only if the clients or customers are within one of the disclosure categories of the filer.



- (B) Any real property in which the designated employee has a direct or indirect interest worth one thousand dollars (\$1,000) or more;
  - (C) Any source of income, other than gifts and other than loans by a commercial lending institution in the regular course of business on terms available to the public without regard to official status, aggregating two hundred fifty dollars (\$250) or more in value provided to, received by or promised to the designated employee within 12 months prior to the time when the decision is made;
  - (D) Any business entity in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management; or
  - (E) Any donor of, or any intermediary or agent for a donor of, a gift or gifts aggregating \$250 or more in value provided to; received by, or promised to the designated employee within 12 months prior to the time when the decision is made.
- (9.3) Section 9.3. Legally Required Participation.  
No designated employee shall be prevented from making or participating in the making of any decision to the extent his or her participation is legally required for the decision to be made. The fact that the vote of a designated employee who is on a voting body is needed to break a tie does not make his or her participation legally required for purposes of this section.
- (9.5) Section 9.5. Disqualification of State Officers and Employees.  
In addition to the general disqualification provisions of Section 9, no state administrative official shall make, participate in making, or use his or her official position to influence any governmental decision directly relating to any contract where the state administrative official knows or has reason to know that any party to the contract is a person with whom the state administrative official, or any member of his or her immediate family has, within 12 months prior to the time when the official action is to be taken:
- (A) Engaged in a business transaction or transactions on terms not available to members of the public, regarding any investment or interest in real property; or
  - (B) Engaged in a business transaction or transactions on terms not available to members of the public regarding the rendering of goods or services totaling in value one thousand dollars (\$1,000) or more.
- (10) Section 10. Manner of Disqualification.  
When a designated employee determines that he or she should not make a governmental decision because he or she has a disqualifying interest in it, the determination not to act must be accompanied by disclosure of the disqualifying interest. In the case of a voting body, this determination and disclosure shall be made part of the agency's official record; in the case of a designated employee who is the head of an agency, this determination and disclosure shall be made in writing to his or her appointing authority; and in the case of other designated employees, this determination and disclosure shall be made in writing to the designated employee's supervisor.
- (11) Section 11. Assistance of the Commission and Counsel.  
Any designated employee who is unsure of his or her duties under this code may request assistance from the Fair Political Practices Commission pursuant to Government Code Section 83114 or from the attorney for his or her agency, provided that nothing in this section requires the attorney for the agency to issue any formal or informal opinion.
- (12) Section 12. Violations.  
This code has the force and effect of law. Designated employees violating any provision of this code are subject to the administrative, criminal and civil sanctions provided in the Political Reform Act, Government Code Sections 81000 - 91014. In addition, a decision in relation to which a violation of the disqualification provisions of this code or of Government Code Section 87100 or 87450 has occurred may be set aside as void pursuant to Government Code Section 91003.



Note: Authority: Section 83112, Gov. Code Reference: Sections 87300-87302, 89503, and 89504, Gov. Code

#### **History**

- (1) New section 18730 of the Fair Political Practices Commission (FPPC) Regulations (Title 2, Division 6 of the California Code of Regulations) filed 04/02/80 as an emergency; effective upon filing. Certificate of Compliance included.
- (2) Editorial correction to section 18730 of the FPPC Regulations.
- (3) Amendment of subsection 18730 (b) of the FPPC Regulations filed 01/09/81; effective thirtieth day thereafter.
- (4) Amendment of subsection 18730 (b)(7)(B)1 of the FPPC Regulations filed 01/26/83; effective thirtieth day thereafter.
- (5) Amendment of subsection 18730 (b)(7)(A) of the FPPC Regulations filed 11/10/83; effective thirtieth day thereafter.
- (6) Conflict of Interest Code developed and adopted by the PIC, proposed to and approved by the San Francisco Board of Supervisors, 09/27/85.
- (7) Amendment section 18730 of the FPPC Regulations filed 04/13/87; effective thirtieth day thereafter.
- (8) Amendment of subsection 18730 (b) of the FPPC Regulations filed 10-21-88; effective thirtieth day thereafter.
- (9) Ordinance No. 3-90 adopted adding Chapter 58 to the City and County of San Francisco Municipal Code ("Administrative Code") on 01/05/90.
- (10) Amendment of section 18730 of the FPPC Regulations filed 08/28/90; effective thirtieth day thereafter.
- (11) Ordinance No. 190-90 adopted initially incorporating the PIC Conflict of Interest Code as section 58.382 of San Francisco Administrative Code and inadvertently amending it, 05/24/90.
- (12) Amendment to section 18730 of the FPPC Regulations filed 08/07/92; effective thirtieth day thereafter.
- (13) Amendment to section 18730 of the FPPC Regulations filed 02/05/93; effective upon filing.
- (14) Ordinance No. 380-94 adopted amending section 58.382 of San Francisco Administrative Code and the PIC Conflict of Interest Code, 11/10/94.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting.

2. The second part of the document outlines the various methods and techniques used to collect and analyze data. It includes a detailed description of the experimental procedures and the statistical analysis performed.

3. The third part of the document presents the results of the study. It includes a series of tables and graphs that illustrate the findings of the research. The data shows a clear trend of increasing activity over time.

4. The fourth part of the document discusses the implications of the findings. It suggests that the results of the study have significant implications for the field of research and may lead to further developments in the future.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

## APPENDIX A

(As provided in section 58.382 of the  
City and County of San Francisco Municipal Code,  
as amended by San Francisco Board of Supervisors  
Resolution Number 380-94 on November 10, 1994)

### Designated Positions:

The following positions of the Private Industry Council of San Francisco are designated and their respective disclosure categories are as follows:

### Private Industry Councils

<u>Position</u>	<u>Disclosure Category</u>
Member, Private Industry Council of San Francisco	3
Member, Designated Committee of the Council	3
President, Private Industry Council of San Francisco, Inc.	2,3
Vice Presidents, Private Industry Council of San Francisco, Inc.	2,3
Controller, Private Industry Council of San Francisco, Inc.	2,3
Consultants*	1

- \* With respect to consultants, the President of the Private Industry Council of San Francisco, Inc. may determine in writing that a particular consultant is hired to perform a range of duties that are limited in scope and thus is not required to comply with the disclosure requirements described in this category. Such determinations shall include a description of the consultants duties and, based on that description, a statement of the extent of disclosure requirements. The President shall forward a copy of this determination to the Board of Supervisors. Nothing herein excuses any such consultant from any other provision this Conflict of Interest Code.





**APPENDIX B**  
(As provided in section 58.382 of the  
City and County of San Francisco Municipal Code,  
as amended by San Francisco Board of Supervisors  
Resolution Number 380-94 on November 10, 1994)

General Provisions

When a member, officer or employee who holds a designated position is required to disclose investments and sources of income, he or she shall disclose investments in business entities and sources of income which do business, plan to do business, or have done business in the City and County of San Francisco within the past two years. In addition to other activities, a business entity is doing business within the City and County of San Francisco if it owns real property within the City and County of San Francisco.

When a designated member, officer or employee who holds a designated position is required to disclose sources of income, he or she shall disclose gifts received from donors located inside as well as outside the City and County of San Francisco.

When a designated member, officer or employee who holds a designated position is required to disclose interests in real property, he or she shall disclose the type of real property described below, if it is located in whole or in part within, or not more than two miles outside of the boundaries of the City and County of San Francisco, or within two miles of any land owned or used by the Private Industry Council.

When a designated member, officer or employee who holds a designated position is required to disclose business positions, he or she shall disclose positions in business entities that do business in California, plan to do business in California, or have done business in California within the past two years.

**Disclosure Category No.1**

A member, officer or employee holding a position assigned to Disclosure Category #1 shall, in the manner described above, report:

- \* All investments in business entities and sources of income in the jurisdiction;
- \* Interests in real property, in the jurisdiction, which were acquired by, leased, or otherwise used by the Private Industry Council;
- \* His or her status as a director, officer, partner, trustee, employee or holder of a management position in any business entity in the jurisdiction.

**Disclosure Category No.2**

Officers of the Private Industry Council of San Francisco, Inc. (i.e., President, Vice Presidents, and Controller) shall disclose all sources of income from, investments, and positions of management in any organization that, during the period being reported, has proposed to enter into or has entered into a subcontract or other financial agreement with the Private Industry Council of San Francisco, Inc.

**Disclosure Category No.3**

Members of the Private Industry Council of San Francisco and of its Audit, Planning, Refugee, and any other committee that selects or recommends the selection of subcontractors of the Private Industry Council of San Francisco, Inc. shall disclose all sources of income from, investments and positions of management in any organization that, during the period being reported, has been a candidate for such a subcontract subject to the Council's selection.



## **APPENDIX C**

### **Preemptory Conflict of Interest Disclosure Statements**

To the extent possible, the President of the Private Industry Council of San Francisco, Inc. or his or her designee shall, as an aid to members of the Council and its designated committees:

- compile lists of all organizations that are candidates for subcontracts or other financial agreements with the Private Industry Council of San Francisco, Inc.; and
- provide those lists incorporated within disclosure statements to the occupants of all applicable Designated Positions for their reviews and executions;

prior to taking action on those candidates for subcontracts or other financial agreements with the Private Industry Council of San Francisco, Inc.

### **Responsibilities for Identifying Conflicts of Interests and for Recording Abstentions that are Required as a Result**

Members of the Council and of its designated committees are responsible for identifying actual and potential conflicts of interests and, where identified, for ensuring that abstentions required are declared prior to participating in the action where that conflict would arise and for ensuring that those abstentions properly recorded in the minutes of meetings where they have been declared.

### **Annual Statements of Economic Interests --- Business Entities Covered Under Disclosure Categories No. 2 and 3**

In addition, the President of the Private Industry Council of San Francisco, Inc. or his or her designee shall, as an aid to occupants of all Designated Positions:

- compile lists of:
  - all organizations that were candidates for subcontracts or other financial agreements with the Private Industry Council of San Francisco, Inc. during the period being reported; and
  - all organizations that have entered into subcontracts or other financial agreements with the Private Industry Council of San Francisco, Inc. during the period being reported; and
- provide those lists to occupants of all applicable Designated Positions for their reviews;

along with all requests for the completion and execution of the State's annual economic interests statements (i.e., the State Form 730).











